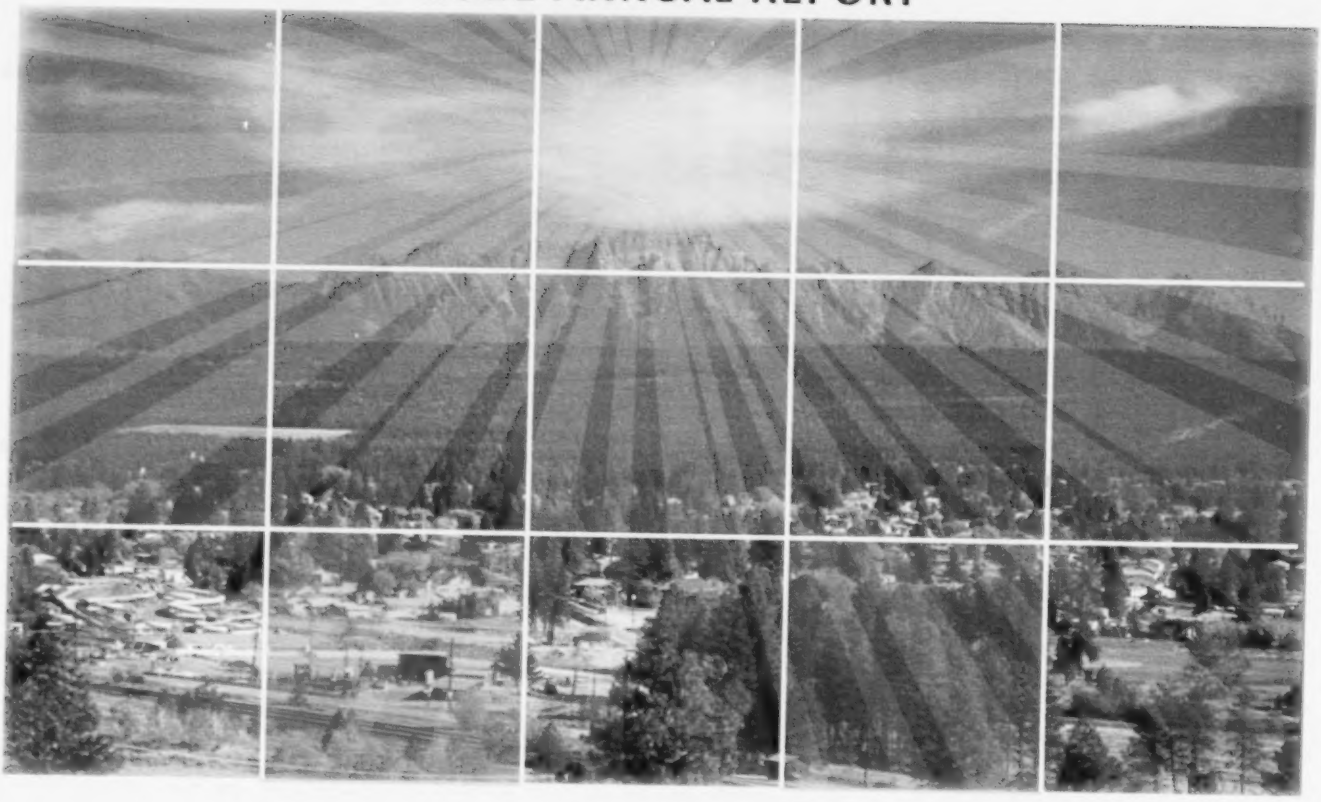
CITY OF CRANBROOK
2011 ANNUAL REPORT



MOUNTAINS OF OPPORTUNITY
CRANBROOK

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Cranbrook City Council

Councillor
Sharon Cross

Councillor
Angus Davis

Councillor
Denise Pallesen

Councillor
Diana Scott

Councillor
Gerry Warner

Councillor
Bob Whetham

A Message From The Mayor

MOUNTAINS OF OPPORTUNITY
CRANBROOK

On behalf of City Council, the Corporation of the City of Cranbrook and the citizens of Cranbrook, I am pleased to present our 2011 Annual Report.

It is somewhat of an unusual task since I was only mayor for 26 days in 2011. The accomplishments are largely due to the exceptional work by staff and the leadership provided by Mayor Manjak and Councillors Whetham, Davis, Scott, Pallesen, Schatschneider and Wavrecan. What were they most proud of?

- $19 million upgrades to our wastewater spray irrigation system and receiving the Federation of Canadian Municipalities Sustainable Communities Award in the water category. Receiving an additional $8.5 million grant under the Gas Tax Agreement's General Strategic Priorities Fund and Innovations Fund for additional improvements in 2012.
- Completion of the Neighbourhood Plan for Slaterville with direct involvement from the community.
- Completion of an Integrated Community Sustainability Plan - Cranbrook Connected, involving substantial public input under the direction of a Steering Committee appointed by Council.
- Hosting the Canada Cup of Curling which brought together curling fans from across Canada and highlighted Cranbrook on national television.
- Resurfacing the airport runway and taxiways which added 25+ years of life to this important economic driver. Integra Air began its direct flights to Edmonton, a service which has since been expanded.
- The assistance provided by the Cranbrook RCMP in the abduction and safe return of the young child in Sparwood, which included everything from Forensics, to Police Dogs, to on the ground searches.
- The City's Water Conservation Public Education Strategy which resulted in a reduction in use of water by an average of 10% per year over the last two years.
- Implementing a water loss control program to determine water main and service leakage, a leading edge program for western Canada which is being shared with other communities through workshops.
- Renovation and construction of the new fire hall and the relocation to the new facility on 2nd Street South.
- Completion of the NorthStar Trail (Rails to Trails) between Cranbrook and Kimberley, a 26 km paved path dedicated to non-motorized use.

Mayor
Wayne L. Stetski

I want to acknowledge all those who were involved in making Cranbrook a better place to be in 2011, including City staff, service clubs, City committees and non-profit organizations. Together we will continue to move our City forward in 2012!

Mayor Wayne L. Stetski

Mission Statement

The Council and Staff are committed to the continuing development of the City of Cranbrook as a successful and progressive community, and to preserving, and further enhancing the high quality of life enjoyed by the Citizens. Council will be responsive to concerns and provide an informed and committed leadership. A competent, skilled staff of high integrity will use available resources as efficiently as possible, providing high quality services to meet the needs and address the concerns of residents and employers. Council and Staff will work cooperatively with the Citizens of the City of Cranbrook, organizations within the community, other municipalities and other levels of government in order to achieve the maximum benefit for the community.

2020 Vision Statement

In the Year 2020, the dynamic City of Cranbrook
proudly welcomes the world to Southeastern British Columbia,
the Kootenay region and the Canadian Rockies.
As the major transportation hub,
national and international visitors travel to Cranbrook
to access the region's world class recreation facilities,
utilize Southern British Columbia's finest travel and convention amenities,
and play on the region's most outstanding tournament facilities.
Investors and entrepreneurs have consolidated the City's financial,
commercial and industrial services role.
Residents enjoy an enviable lifestyle within a safe urban environment that provides a wealth of opportunity for individual wellness, education and prosperity.
A rich cultural fabric complements a visually attractive urban form
set in a spectacular mountain environment.
Cranbrook has assumed a strong, progressive leadership role within British Columbia based on sound fiscal management, smart growth development, and wise asset reinvestment.

DECLARATION AND IDENTIFICATION OF DISQUALIFIED COUNCIL MEMBERS
In accordance with Section 98(2)(e) of the *Community Charter,*
there were no declarations of disqualification made under
Section 111 of the *Community Charter* in the year 2011.

MOUNTAINS OF OPPORTUNITY
CRANBROOK

2012 City of Cranbrook Business Plan (major corporate initiatives)

Corporate Services

- Economic Development Zone (downtown) enabling bylaws to Council for direction
- Update Official Community Plan (OCP) to incorporate completed supporting plans (Integrated Community Sustainability Plan, Growth Management Plan, etc.) to provide clear direction for growth and development. Incorporate "Green" community principles (public spaces, walk able/bicycle corridors, "Smart Growth")
- Facilitate mixed use/development within the traditional "Downtown" area including encouragement to residential (higher density) development
- Prepare amendments to the Zoning Bylaw and Official Community Plan to broaden the development potential of airport lands consistent with the Airport Commercial Lands Development Plan and Airport Commercial Lands Marketing Strategy
- Support/liaison to Integrated Community Sustainability Plan (ICSP) Committee
- Review advisory committees structure and volunteer recruitment to encourage seniors and youth involvement
- Review committee function to ensure alignment with Council priorities and direction arising from OCP and ICSP Committee; project to commence after Council adoption of amended OCP
- Develop terms of reference for and recruit volunteers to Highway 3 Advisory Committee with focus on beautification
- Review means to protect Joseph Creek from being a dumping site, establish development/use setbacks, acquire/create public green spaces as opportunities permit, encourage an "Adopt-a-Stream" program
- Review Transit System, schedules, busses, with target to maximize service for investment, reduce budget over two – three years
- Complete Slaterville Neighbourhood Plan and bring forward for adoption through appropriate OCP amendment(s)
- Initiate preparation of zoning regulations specific to approved Slaterville Neighbourhood Plan
- In support of Engineering Services:
    - Complete Development Cost Charge Bylaw (DCC) in accordance with Council direction
    - Complete updates to Building Bylaw
    - Update Sign Bylaw in accordance with Council direction
- In support of Finance unit, update Frontage Tax Bylaw
- In support of Bylaw Services, update Municipal Ticketing and Information System and related bylaw(s)
- Administer Corporate Records Management System, including introduction of departmental integration of electronic directories to coincide with LGMA Records Management System
- Complete and implement Corporate Communications Strategy in accordance with Council direction, to include:
    - 2011 Annual Report, Five-Year Financial Plan, Interim Financial Reports
    - 2012 Water Conservation Education program (including Toilet Rebate program)
    - Reintroduce "Brown Bag Lunches", introduce "Coffee with the Mayor"
- Support and facilitate periodic meetings with City of Kimberley Council and St. Mary's Band Council (through the office of the CAO)
- Incite social agencies to dialogue with Council on community needs and role of the City (through the office of the CAO)

Economic Development

- Continue Asia Pacific Initiative, specific to regional business development initiatives (wood, fibre, coal, etc.) with Wonju, Korea, and Taicang, China
- Complete the broadband "spine" in cooperation with Finance, connect City business units (Fire Services, Engineering, Public Works, Leisure Services, Finance, Corporate Services, etc.) and prepare to offer service to the business community
- Develop appropriate partnerships, including First Nations, and collaborative approach for increased regional marketing, investment opportunities, promotion of regional natural and built assets/ amenities and subsequent economic development
- Shift targeted marketing/promotion efforts to contemporary platforms (including Smartphone app roll-out, increased web-based presence and digital video media), reduce traditional print media approach
- Explore primary industry interest (for local investment, locates) while assuming region-wide marketing strategy
- Focus available resources through further implementation of business retention, expansion, attraction strategy on initiatives sharing greatest return potential
- Initiate marketing of airport industrial lands, working in cooperation with St. Mary's Band
- Undertake an analysis and land use plan to repurpose the former Highway 95A landfill site
- Continue biomass initiative in cooperation with our regional partners
- Investigate and facilitate "Training Centre of Excellence" for alternate energy technologies at College of the Rockies (COTR). Overall initiative to be led by COTR
- Maintain up-to-date key statistical information related to planning, evaluation and market conditions specific to investment and business opportunities
- Undertake targeted work to improve utilization of existing industrial lands

Engineering Services

- Complete identified/outstanding wastewater system upgrades as funded through GSPF/IF of $8.5 M
- Complete DCC review and bylaw for Council consideration and Provincial approvals per applicable legislation (supported by Corporate Services)
- Undertake major stability analysis of Idlewild and Phillips Dams per statutory requirements
- Continue to develop GIS environment for roll-out to City staff and public
- Initiate implementation of CityWorks maintenance management/work planning module within Public Works Department
- Develop integrated transportation framework to support capital, operating and maintenance investment decision-making
- Prepare and manage 2012 Capital Roads Program as per Council direction. This will continue progressive and manageable multi-year reinvestment in the City's roads and sidewalks within budget allocation as approved by Council
- Prepare and recommend execution of new multi-year spray irrigation operations and environmental monitoring contracts
- Preparatory work to engage qualified professionals for design of east-west overpass of CPR line through City
- With support from Ministry of Transportation and Infrastructure, Public Works and Corporate Communications, redesign and construct north entrance welcome signs/pull-off
- Identify department staff training needs and opportunities and schedule/provide training as required and within approved budget
- Install flow monitoring equipment on the two sanitary sewer trunk mains flowing into the wastewater treatment lagoons
- Construct flood control structures at the wastewater treatment lagoons
- Connect the WWIP SCADA data collection to the existing database

Canadian Rockies International Airport

- Repair and activate rooftop solar water system
- Airfield electrical upgrade (ACAP Application Phase 1)
- Install Flight Information Display Screen
- Equipment purchase/replacement including: runway sweeper, pickup truck, line painting machine, asphalt crack sealer, loader bucket

Public Works

- Safety upgrades to the tunnel at the Phillips Reservoir
- Seal leaks in the tunnel under the Phillips Reservoir
- Replace failing components on the main water supply trunk main
- Replace large diameter flow meters at the lagoon transfer pump house, spray irrigation pump house and the alum building
- Upgrade a City Hall washroom to enable handicap access and use
- Complete electrical upgrades at Phillips Reservoir and the Public Works Yard
- Upgrade control valves and instrumentation at pressure reducing stations
- Construct a building to provide access to a 900 mm gate valve in a concrete chamber
- Install 14 low maintenance "deep" trash receptacles
- Improve on the measurement component of the water loss management program
- Implement the first pressure managed zone in the City's water distribution network
- Landscaping upgrades at the north entrance welcome sign in cooperation with Ministry of Transportation and Infrastructure
- Complete construction – "Citizens Wall of Honour" in Rotary Park
- Internal modifications to a portion of the RCMP building
- Demolish two garage buildings behind 40 – 10th Avenue South
- Construct Centennial Garden 3 in conjunction with Cranbrook in Bloom Committee behind Canadian 2 for 1 Pizza
- Replace Joseph Creek, Idlewild Park, Kinsmen Greenbelt (2) bridges
- Continue with sidewalk repair program as per budget authorization
- Continue with asphalt overlay program
- Continue with skin patching program
- Continue efforts to beautify the City including commitment to Urban Forest Management Plan, floral displays as per budget authorization

Finance and Computer Services

- Finalize implementation of new payroll/HR system
- Negotiate new CUPE (2090) collective agreement and new IAFF (1253) collective agreement
- Coordinate Finance's Tangible Capital Asset module with Engineering's Asset Management system
- Review and update Reserve Fund Bylaws
- Review and update the City's Frontage Tax Bylaws and consider frontage tax options with support from Corporate Services
- Onboarding of the SMARTtool program which will assist staff to actively measure, track and report on corporate carbon emissions
- The City's long-term Deputy Director of Finance will retire in 2012. The department will hire a new Deputy and will take that opportunity to evaluate the overall workflow throughout the unit to ensure a smooth transition

- Continuation of support and encouragement in staff's pursuit of professional development opportunities in areas of payroll, finance, accounting as well as contract and procurement law
- Initiate development of Corporate Performance Management system for implementation in 2013
- Redesign the City's tax notice for easier comprehension by the public
- Support completion of the broadband spine including programming of the switching gear and routers which will also complete the remote access, on-line ticket sales, and web services projects in cooperation with Economic Development, Leisure Services, Engineering, Fire Services and Public Works
- Installation of new e-mail servers
- Telephone system upgrades
- CLASS server and software at Leisure Services to be replaced as software is no longer supported as of 2012
- Evaluate the benefits of moving to new bulk fuel supplier through UBCM program
- Evaluate financial statement and year-end software for implementation at 2012 year end
- Prepare new policy addressing grants to organizations
- Negotiate new banking service agreement (current agreement expires December 2012)
- Negotiate renewal of lease agreement with RCMP (current lease agreement expires December 2012)
- Ensure major corporate initiatives are embedded in Five-Year Financial Plan for public review as they impact budget considerations
- At Council's direction, through the budget process, increase direct financial support to the arts and culture community
- As circumstances permit, ensure major initiatives are presented to Council with adequate time for consideration and public consultation as appropriate (through the office of the CAO and CFO)

Fire and Emergency Services

- Enhancement of the dispatch communication system from telephone interconnect to direct radio communications
- Implementation of FDM Workshare
- Develop fire training ground plan at the site of the future satellite fire hall location (2013 planned construction)
- Landscaping and curbing for the new fire station
- Complete Operational Guideline review and revision
- Revise Employee Performance Review model
- Complete employee performance reviews
- Complete Chief/Deputy Chief internal performance evaluation
- Complete Dispatch Continual Quality improvement process
- Develop worker accommodation policy

Leisure Services

- Partner with SD5 to reconstruct four tennis courts at Mount Baker Secondary School. Explore opportunities for multi-use such as addition of seniors' pickleball facility (project is contingent on analysis of site condition and final budget approval by both Council and SD5). Project supported by Finance and Engineering
- Work with Cranbrook Home Run Society to identify opportunities on improvements to Confederation Park (project is contingent on cost-share with Society)
- Work with the Cranbrook Bike Skills Park Society to enter into an agreement and construct a bike skills park at Balment Park

- Develop a site plan for Balment Park (contingent upon approval for outdoor lacrosse arena)
- Review 2012/2013 arena rates once final Memorial renovations capital costs are complete
- Partner with local agencies to develop opportunities through the Columbia Basin Trust Community Youth Directed Funds
- Complete expansion of Generations Playground at RecPlex with assistance of Public Works
- Partner with Cranbrook Rotary Club to develop trail extensions to link NorthStar Trail (Rails to Trails) with Rotary Way and downtown linkages to the Arch, with assistance from Engineering and Public Works, and funding from the Community Recreation Program
- Develop plan to increase programming opportunities so department is full cost recovery
- Pursue naming rights for the Cranbrook RecPlex
- Complete ticket system upgrades and training to allow on-line sales for events (contingent on completion of broadband spine)
- Partner with Community Connections Society of Southeast BC and the Cranbrook Food Action Committee to develop a seniors-friendly public produce garden, funded by the UBCM Age-friendly Community Projects and Planning Grant
- Pursue funding through TD Green Streets to plant trees around the perimeter of Kinsmen Park with support of Public Works
- Pursue funding through New Horizons for Seniors Program for the establishment of a multi-generation maintained flower, shrub and vegetable boxes at the RecPlex
- Pursue funding through the Community Recreation Program for bridge repairs/replacement along Idlewild Park and Rotary Way trails (to be completed with assistance of Public Works)
- Pursue partnerships and grant opportunities to begin a Music in the Park initiative in Spirit Square
- Partner with Rocky Mountain Naturalists to conduct trail upgrades at Elizabeth Lake/Confederation Park
- Provide support to the NorthStar Trails (Rails to Trails) Advisory Committee to become a society and take over aspects of maintenance and operations of NorthStar Trail (Rails to Trails). Complete agreement to designate NorthStar Trail (Rails to Trails) as Trans Canada Trail
- Work with City of Kimberley staff to develop RFP for operation of NorthStar Trail (Rails to Trails) washrooms
- Phase 2 of 3 RecPlex HVAC, to return HVAC operating system to optimal operating standard (increase efficiency)
- Aquatic Centre lighting replacement/upgrade
- Develop options to replace high steel rigging with approved system
- Continue assistance to community events and celebrations (e.g. Canada Day, Sam Steele Days, auto show, dog show, Music in the Park, etc.)
- Continue the City's commitment to the Climate Change Charter, pursue alternate energy sources for the RecPlex to reduce greenhouse gas emissions

Public Library

- To assist the Policy and Planning Committee with the development of the next strategic plan
- To create a Community Outreach Librarian position whose purpose will be to increase the visibility of the Library in the community and plan and deliver programs for adults and seniors
- To upgrade staff and public computer systems
- To complete the training required to become a certified associate in project management
- To fully revise the Library's emergency response procedures
- To open the Library on Mondays

Canadian Rockies International Airport

The Airport's vision is to provide affordable and competitive travel options to an increased domestic and international market through an expanded airport, while continuing to contribute to the economic growth and diversification of the region. The Airport's vision also works to serve the region by becoming the airport of choice and to provide the City of Cranbrook with a safe, friendly, clean, efficient and profitable airport with a local Sense of Place.

Cranbrook Airport Services Ltd. (CASL) is a subsidiary of Vantage Airport Group (formerly Vancouver Airport Services Ltd.). CASL has managed the airport on behalf of the Corporation of the City of Cranbrook since 1997. The Airport Management Agreement provides for the management and staffing of the airport including Commercial Lease Management, Financial Management, Administrative Support, Airport Operations, Airport Maintenance and Airport Marketing and Public Relations. All capital funding is approved by the City of Cranbrook and funded through the Airport Operating Fund and/or the Transport Canada ACAP Program. Staff positions include Managing Director, Superintendent Airport Operations, Financial Administrator, five Airport Technicians and one part-time Administrative Assistant.

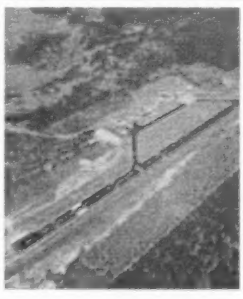
2011 brought the implementation of five strategic objectives: Air Service Growth, Maximize Revenue Opportunities, Enhance Customer Satisfaction, Financial Stability and Airport Development and Growth.

Outcomes of the Air Service Development Plan included the addition of Integra Air to our list of scheduled air carriers, implementing direct non-stop service to the Edmonton International Airport. Air Canada Express increased capacity to Calgary and Vancouver, contributing to a 48% increase in passengers on the Calgary route. Pacific Coastal increased their Vancouver capacity, implementing their Saab 34 aircraft (the largest in their fleet) more frequently.

Through the Airports Capital Assistance Program (Transport Canada Federal Grant Program) 2011 brought the completion of a runway and taxiway rehabilitation project, completed on time, to specification and significantly under budget. To further improve Airport safety, an Airside chemical spreader and equipment specific to landside and parking lot snow and ice control were added to the winter operations fleet.

Airport Major Initiatives (2012):

- Capital Plan to include:
  - Repair / activate solar water heating system
  - Complete the specification for Airfield Electrical Upgrades
  - Purchase an asphalt crack sealing machine
  - Purchase a line painting machine
  - Replace SMI runway sweeper
  - Replace ¾ multipurpose bucket for the Loader
  - Replace Airside Maintenance pick-up truck #20
  - Complete installation of Flight Information Display Screens



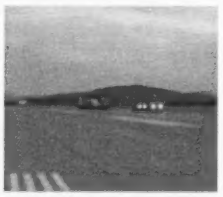
CANADIAN ROCKIES
INTERNATIONAL AIRPORT
CRANBROOK, BRITISH COLUMBIA

Southern Aero, in partnership with Integra Air purchased a large airside hangar in 2010 and in 2011 brought the establishment of the Cranbrook Jet Centre, a full service Fixed Base Operation, catering to business jet and general aviation customers.

In 2011 we welcomed a new Food & Beverage and Retail outlet at the Airport. Streamline Airways expanded their General Aviation services to include Avgas sales; this will allow Esso to increase jet fuel storage capacity to meet the growing demand from scheduled air carriers. We were happy to welcome an additional ground transportation provider who has commenced scheduled service between the Airport and Fernie, looking to further service expansion in 2012. Working with SkiCan and Air Canada, the Canadian Rockies International Airport became the SkiCan Gateway Airport for Ski Holidays in the Kootenay, Columbia Valley, Northern Idaho and Montana regions.

Terminal advertising opportunities have grown with the addition of five wall mounted back-lit signs and further expansion of the Advertising program is planned. Improving service to customers, a project to install in terminal Flight Information Display Screens began in 2011 and will be completed in early 2012. A web-based and mobile device compatible, 'live' feed of flight status/information was launched and is being further developed in 2012. In setting the stage for future commercial development and creation of economic opportunities, an Airport Industrial Land Use Plan was completed in late 2010 and has now progressed into the marketing stage. In 2012 we hope to capture the interest of potential anchor tenants looking to establish within the 52 acres of developable Airport lands

The Airport continues to be served by: Air Canada Express, Pacific Coastal Airlines and Integra Air, providing direct non-stop service to Canada's three hub airports of the West. We are striving to be your Airport of Choice.



Airport Major Initiatives (2013):

- Capital Plan to include:
  - Airfield Electrical Upgrade
  - Repair concrete portion of the Apron
  - Apron and Airside Service Road repaving
  - Replace 60" landside sweeper and 62" belly mower

Corporate Services Department

The Corporate Services Department provides overall corporate administrative functions including support to Mayor and Council, fulfillment of statutory requirements, records management, coordination of contracts/agreements and property dispositions. Corporate Services is also responsible for planning for overall community development and the use of public transit.

Corporate Services staff oversee and maintain corporate records and communications while also providing support to the Mayor, Council and its committees. Community planning, policy and research, public transit and City land sales, leases and agreements also fall under the responsibility of Corporate Services, along with bylaw enforcement and business licensing.

Positions within Corporate Services include: the Director of Corporate Services, Municipal Clerk, Communications Officer, Community Planners (one permanent position and one temporary position), Policy Analyst, Bylaw Enforcement and Licensing, Parking Meter Attendant, Executive Assistant to the Mayor, Executive Assistant to the Chief Administrative Officer and an Administrative Assistant.

In 2011, Corporate Services coordinated the General Local Election including both elections of City Council and School Trustees for School District No. 5 (Southeast Kootenay).

Highlights of Planning activity undertaken in 2011 included:

- Completion of an Integrated Community Sustainability Plan (ICSP) for Cranbrook – "Cranbrook Connected" involving considerable public consultation and conducted under the direction of a special Steering Committee appointed by Council. Corporate Services staff provided support to the Steering Committee in this project
- Coordination of the Transitional Supportive Housing proposed for development by the Salvation Army including special Comprehensive Development zoning to enable multi-family housing and supportive social and educational transitional services on-site
- Completion of the boundary extension to incorporate the Gold Creek Campus of the College of the Rockies within City boundaries
- Completion of a proposed Neighbourhood Plan for Slaterville involving substantial public consultation as part of the planning process

Corporate Services Major Initiatives (2012):

- Planning:
  - Coordinate adoption of Slaterville Neighbourhood Plan and initiate Plan implementation including amendment of the City's Zoning Bylaw and Official Community Plan
  - Assist the Integrated Community Sustainability Plan (ICSP) Committee in the implementation of the "Connecting to Our Future" Sustainability Plan
  - Complete a major Zoning Bylaw Consolidation for adoption as new Zoning Bylaw
  - Conduct a review of the Official Community Plan (OCP) to reflect new information and circumstances relating to future growth and development arising since the OCP's adoption in 2006 including consideration of the Growth Management Study, the "Connecting to Our Future" Sustainability Plan and changes in the City's boundary. Staff will consider other technical aspects of the OCP with a view to improving its administration.
  - Prepare Bylaw and administer program for revitalization tax exemptions
  - Develop a Secondary Suite program for implementation in the City of Cranbrook

CRANBROOK
CORPORATE SERVICES

- Preparation of a major Zoning Bylaw consolidation
- Provided day-to-day planning and development services and administered development approval processes through Council

Corporate Services coordinated the purchase of Crown Land for a large public park /open space located adjacent to St. Mary's Rivers and beside the NorthStar Trail (Rails to Trails) linking Cranbrook and Kimberley.

Corporate Services coordinated the transfer of ownership of the former CPR right-of-way to the City for portions of the NorthStar Trail system. This included application to the Agricultural Land Commission for approval and subsequent transfer of land title.

Corporate Services negotiated the extension of the NorthStar Trail from Collinson Road to McPhee Road across private property to be formally acquired by the City in 2012.

Several City bylaws were updated or created through the assistance of Corporate Services. New bylaws and amendment of existing bylaws included the Athletic Commission Bylaw, the Erosion and Sediment Control Bylaw and the Elections Bylaw. Work continued on updating the City's Building Bylaw.

The City applied for several significant grants from senior levels of government with the assistance of Corporate Services including those relating to improvement of the Spray Irrigation Effluent Treatment system. These applications proved to be very successful in assisting the City in funding these significant capital projects.

Corporate Services worked with BC Transit to enable the introduction of bus service in 2011 to the residential neighbourhoods of Slaterville, Mission Hills and Grandview Heights as well as through the City's major industrial area.

Corporate administrative functions were performed on an ongoing basis including records management as well as support to Council and its Committees.

Provided day-to-day planning and development services and administered development approval processes through Council.

Corporate Services (Continued)
Major Initiatives (2012):

- Policy and Research
  - Bylaw Updates - Priority (subject to review)
    - Development Cost Charge Bylaw
    - Municipal Ticketing Information System Bylaw
    - Building Bylaw
    - Airport Parking and Business Control Bylaw
    - Frontage Tax Bylaws
  - Bylaw Updates - Other
    - Emergency Program Bylaw
    - Fees and Charges Bylaw
    - Parks and Recreation Bylaw
    - Reserve Bylaws
    - Streets and Traffic Bylaw
    - Waste Collection and Disposal Bylaw
    - Waterworks Bylaw
- Work with BC Transit in review of transit system - ongoing
- Records Management
  - Ongoing implementation and coordination with other City departments and introduction of management of electronic files

Corporate Services Department (Continued)

Highlights of 2011 Communications:

- Development and installation of City Council Chambers audio/video system
- Developed and implemented 2011 Water Conservation Education program
- Developed and implemented 2011 Low Flow Toilet Rebate program
- Launched and implemented Community Tree Planting Rebate program
- Oversaw planning, coordination and provincial and municipal reporting requirements around 2011 Urban Deer Cull program
- Creation of 2010 Annual Report, Five Year Financial Plan and Interim Financial Report documents

Corporate Services (Continued) Major Initiatives (2012):

- Communications Objectives
  - Begin regular posting of most recent City Council meetings on City website
  - Review Utility Bill Insert policy
  - Review and Update Corporate Communication Strategy and begin research, development and implementation of Social Media Policy
  - 2012 Water Conservation Education Program
  - Creation of 2011 Annual Report, Five Year Financial Plan and Interim Financial Report documents

Corporate Services Major Initiatives (2013):

It is anticipated that there will be a carryover of some of the major initiatives of 2012 into 2013 as well as the addition of new projects and priorities as they are identified through the course of 2012.

A new major initiative planned for 2013 will be a review of the City's Zoning Bylaw.

Major initiatives in 2013 for the Communication Office include a review of the City of Cranbrook website, which includes improving site functionality, improving the ease of locating documents and streamlining the staff process of adding information, pages and other documents to the website. Creation of the 2013 Water Conservation Education program and production of a number of various public reports and documents including the 2012 Annual Report are also identified as major initiatives.

MOUNTAINS OF OPPORTUNITY
CRANBROOK

Cranbrook Public Library

In 2011, the Cranbrook Public Library both looked to the past and embraced the future, while still providing all its core services.

In January, the Pat Adams Fireside Reading Lounge was dedicated in recognition of the many innovative changes former chief librarian Pat Adams guided the library through during her 25 years of service. In the spring, Taylor Dawn Janni's family donated a display case in her memory to the teen section so that teens can be inspired by books just as she was before her untimely passing.

In May, a permanent display of historical photographs of Cranbrook and the surrounding area was unveiled to give people the opportunity to get a glimpse of our community's rich heritage. In the fall, a long-standing commitment was finally fulfilled with the installation of stained glass side lights in the interior entrance. Designed and created by Pat Adams and Karen Bailey-Romanko, the panels have transformed the entrance. Both these projects became reality through the support provided by the Columbia Basin Trust Community Initiatives program.

Finally, the 2011 One Book One Kootenay selection, Far From Botany Bay, told the story of the first settlement of Australia. Author Rosa Jordan entertained and informed when she visited the library in October.

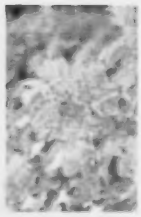
Even while recognizing our heritage, the Library looked into the future: greatly expanding its e-book collection, offering e-book readers for people to borrow and try out free of charge, holding one-on-one computer training sessions as well as a six-week computer basics course for seniors in partnership with the Columbia Basin Alliance for Literacy, and redesigning its Facebook page. These services have all proven very popular. For example, e-book and audiobook downloads increased by over 50% during the year and all the computer training sessions filled up as quickly as they became available. With the launch of Primary Storytime for children aged 6 to 9, the library now offers year-round programming for all children and youth.

Accessibility was the other major theme in 2011. The opening mechanisms on the exterior doors were replaced to accommodate the higher level of foot traffic into the building and the interior doors were automated. This means that the library is finally fully accessible. The newly installed AED complements the other first aid resources in place so that staff can better assist people in the case of a medical emergency. Recognizing that accessibility can get limited because of money, the library held its second annual Food for Fines program in December. People could choose to pay their fines with non-perishable food items that were then donated to the food bank.

The Library thanks everyone who helped make 2011 another exciting year at the Cranbrook Public Library: the Friends of the Library, the Kootenay Library Federation and Columbia Basin Alliance for Literacy, and the City of Cranbrook, Regional District of East Kootenay and Provincial Government. Most of all we thank everyone who took the time to visit the library. We look forward to continuing to serve our community in 2012.

Cranbrook Public Library Major Initiatives (2012):

Looking forward to 2012, the library hopes to make Monday openings a reality. If it happens, it will be the first time in its history that the library is open 7 days a week. Staff will continue to work to increase the visibility of the Library in the community, and expand the variety of programs for adults and seniors. The Library Board will also embark on developing the next Cranbrook Public Library strategic plan to guide the future development of library services for 2013 and beyond.



Economic Development

The mandate of Economic Development for the City of Cranbrook focuses on developing a diverse and resilient economy for the City and surrounding area. Specifically Economic Development aims to:

- create a healthy & vibrant business environment
- "weather-proof" our community's economy
- support the creation of stable good jobs

Specific areas of activity undertaken as part of the City's Economic Development efforts include:

- business and labour-force retention, expansion and attraction
- identification and development of strategic economic infrastructure, including downtown revitalization
- general and targeted community marketing (including tourism), industrial land and airport lands
- promotion and brokering of economic opportunities, and
- economic planning, research and liaison functions with local and senior government partners

In undertaking Economic Development, the City recognizes the important role Cranbrook plays as a regional service centre. As such, many of the Economic Development initiatives undertaken by Cranbrook are done from a collaborative perspective with our neighbouring communities in mind. The City has structured the economic function to allow it to develop the capacity to assist the City to deal effectively with increasingly complex economic development issues.

Administrative responsibility for Economic Development is assigned to the Business & Economic Development Manager (also referred to as the Economic Development Manager or Officer) who reports directly to the Chief Administrative Officer.

Broad direction for the Economic Development Manager's efforts is provided through the City's 2010 to 2014 Economic Development Strategy. This direction is complemented by input provided through an eight-person economic development advisory committee established in 2011. The advisory committee is a Committee of Council and consists of one Council Member, one committee member representing the education sector and six committee members at large representing various sectors of our economy.

Economic Development Major Initiatives (2012):

- Implementation of a Business Retention, Expansion & Attraction program
- Updating statistical information for planning, evaluation and investment marketing
- Production of a suite of promotional products including:
  - A comprehensive community profile
  - Doing business in Cranbrook information kit
  - Business / investment/ attraction page for the web-site Smartphone app
- In cooperation with St. Mary's Indian Band begin marketing the industrial lands at the airport and securing partners / financing to begin physical development of the industrial / commercial lands
- Undertake an analysis and land use plan to repurpose the old highway 95A land-fill site
- Undertake targeted work to improve the utilization of existing industrial lands
- Continue with biomass development in cooperation with our regional partners

CRANBROOK
ECONOMIC DEVELOPMENT

Economic Development Major Initiatives (2011):

- Completion of the Master Development Plan, and associated Marketing Strategy, for the establishment of a Light Industrial / Commercial Park at the Canadian Rockies International Airport
- Development of the Asia Pacific Twinning Initiative focusing on creating a trade and investment oriented relationship for Cranbrook and south-east BC with a community in China and / or Korea
- Advancement of a collaborative initiative to restore the area's natural ecology while reducing the risk of wildfire to Cranbrook and the surrounding communities through the development of a Bio-energy industry to utilize the low-valued dense forests
- Participation in the Canadian Bio-energy Association trade mission to Beijing, China and Seoul, Korea to develop relationships in the Asian Bio-energy market and scope out opportunities for Cranbrook and the region
- Completion of construction of the outside plant for the Municipal Fibre-optic Broadband Network, to support municipal operations and business development in targeted areas of the City
- Completion of community partnership work between the St. Mary's Band and the City of Cranbrook, culminating in 2011 with the signing of a memorandum of understanding for the management of the St. Mary's River Park
- Targeted promotional marketing, culminating in nationally broadcast promotions as part of the Kootenay Ice's participation in the Memorial Cup and Cranbrook's hosting of the 2011 Canada Cup of Curling
- Development of a unique Smartphone app as a primary promotion, information and investment tool for Cranbrook for release in 2012

Economic Development (Continued)
Major Initiatives (2012):

- Identify and research other alternative energy opportunities
- Proceed with Phase II of the Municipal Fibre-Optic Broadband Network to enable access of private business and other agencies to the fibre system. Also pursue opportunities to expand the reach of the network with our regional partners including the provision of fibre optic service to the airport
- Undertake targeted marketing to promote Cranbrook and area. Products in 2012 will include:
  - Limited print marketing; Invest in BC, 2012 Travel Guide, RidersWest / SnowRiders
  - Roll-out of the new Smartphone app
  - Development of increased web-presence
- Develop partnerships and collaborative approaches to marketing the region as a whole
- Advancement of the Asia Pacific Investment Initiative targeting Wonju, Korea and Taicang, China

Engineering Services Department

The Engineering Services Department provides capital planning for, and management of, all City owned linear infrastructure assets including design and contract management of linear infrastructure improvements and expansion. The Department maintains record information for reference purposes and maintains current comprehensive information on infrastructure asset condition. The City GIS systems are continually updated and maintained by the Department for use and references by all departments. Building inspection services are provided by the Department and are legislated under the BC Building Code. The Department administers sales of interment lots and associated records of interments in City cemeteries. All new land developments within the City are managed and administered through the Department as the Approving Authority including development cost charges. The Department provides traffic engineering services and provides general engineering advice to Council, City Administration and the public.

The overall management of the Engineering Services Department is provided by the Director of Engineering Services/City Engineer. The Department's service responsibilities are provided by a total staff of seven: City Engineer, Deputy City Engineer/Approving Officer, Administrative Assistant, Project Manager, GIS Coordinator, Building Inspector and the Development Clerk.

In addition to responsibility for the overall management of the Engineering Department, the City Engineer is also responsible for approvals and administration of all new land development within the City. The Deputy Engineer is responsible for design work related to City infrastructure, policy and procedure development, construction contract administration and provides department management in the absence of the City Engineer. The Project Manager has primary responsibility for construction/contract management of capital work as well as for inspection compliance related to construction of future City infrastructure assets within new land developments. This position also advises the Cranbrook in Motion Committee on street and traffic operations on an as requested basis. The GIS Coordinator is responsible for development and maintenance of the City GIS systems. This position also develops GIS application policy and training needs to ensure City staff are proficient in the use of GIS systems. The Building Inspector, assisted by the Development Clerk, processes, reviews and issues building permits for all buildings and structures constructed or altered within the City. This ensures the construction or alteration provide for the safety of the public by meeting standards as set out in the BC and National Building

Engineering Services Major Initiatives (2012):

- Continue to build our asset databases to include cost information, asset life expectancies, condition etc.
- Continue to build a robust priorities based capital planning model to develop most cost effective capital rehabilitation strategies to reduce infrastructure gap (deficiency backlog) based on Council set levels of service objectives
- Assist with implementation of comprehensive Water Smart program in City to encompass water system leak detection and control through the Water Loss Control Program; reduce sanitary sewer I & I flows, enhance public education and support for water conservation needs
- Manage and control the $8.5 million wastewater improvement capital project additional work as awarded in 2012 and to achieve substantial completion of the additional project works (2012/2013).

Codes and the related guidelines. The Building Inspector also reviews applications and issues permits for all new or altered signs within the City, ensuring compliance with City Bylaw requirements. The Development Clerk also provides support to the Administrative Assistant in processing subdivision applications within the City. The Department's day to day administration, records management functions and reception duties are provided by the Administrative Assistant. This position also maintains records of the City cemeteries and interment plots and administers the sales of plots on a demand basis.

2011 Accomplishments
The Wastewater Treatment and Disposal Improvement Project obtained substantial completion and commissioning of the works as of Oct. 31, 2011. This comprised of 16 different and unique components of this complex and detailed project ranging from the construction of Pond #3 (an almost 1,000,000 cubic metre facility) and the computer control of the irrigation equipment (can now be controlled from a Smart phone) to the installation of the Outfall Pipeline and Diffuser from the site to the Kootenay River.

The Capital Roads program successfully completed the reconstruction of Cranbrook Street Frontage Road from the Tim Horton's property to the Ranch Home Center including the installation of significant storm management systems; reconstruction of 14th Ave South from 10th Street to 12th Street with the installation of improved storm water systems, sewer systems, street lighting improvement and sidewalk reconstruction; reconstruction of 6th Street South by Amy Woodland School which included the installation of a new water line due to the deteriorated condition of the existing water line; repaving of 2nd Street South from 24th Ave to 27th Ave; repaving of 14th Avenue from 2nd Street North to 2nd Street South including sidewalk reconstruction; repaving of 5th Ave South from 11th Street to 12th Street including sidewalk reconstruction; sidewalk reconstruction on 1st Street South from 9th Ave to 11th Ave; Cranbrook Street sidewalk reconstruction from 2nd Street North past 3rd Street north; repaving of the 7th Street South and 12th Ave South intersection.

Relining of the Sanitary Sewer infrastructure on Spruce Drive laneway; 7th Ave laneway from 2nd Street South to 3rd Street South; 11th Ave laneway from 4th Street South to 2nd Street South; 12th Ave laneway; Baker Park Line from 2nd Street South to 1st Street South; 8th Street South laneway from 7th Ave South to 9th Ave South; Cranbrook Street Frontage Road in the vicinity of Willowbrook Drive.

Engineering Services (Continued)
Major Initiatives (2012):

- Manage and implement 2012 Capital Road Infrastructure Program (design, prepare contract document, tender and construct rehabilitation of approximately 3 km of roads, 2 km of water main replacement and 3 km of Sanitary Sewer Relining
- Develop succession plans for Engineering Services staff (City Engineer, Deputy City Engineer and Administrative Assistant)
- Continue to build on the GIS system and develop a corporation wide asset that can be accessed and used by all
- Complete and implement the Drainage Study recommendations

Engineering Services Department (Continued)

The construction work on the NorthStar Trail (Rails to Trails) project continued with extension in both Cranbrook and Kimberley. The Cranbrook extension is from McPhee Road to the end of the previous paving and was constructed on private land located beside the railway property. This provides linkage from within the City to the NorthStar Trail (Rails to Trails) pathway. The extension in Kimberley ran along 312th Ave from the existing NorthStar Trail (Rails to Trails) Crossing to Highway 3 providing linkage from the Marysville School to the NorthStar Trail (Rails to Trails) pathway.

The Engineering Department working with the Policy Analyst developed for subsequent adoption by Council, a new bylaw to control the discharge of sediment into the City storm sewer system and the receiving environment. The Erosion and Sediment Control Bylaw ensures protection of the drainage system and that appropriate measures are taken during construction to control erosion and sediment generation.

A total of 250 building permits were issued with a value of $23,371,844.

There were 11 Subdivision applications in 2011.

Full implementation of the City Works Program within Engineering Services and Public Works was achieved in 2011. This program creates a data base for the recording and tracking of the concerns, problems and calls received. The data base is accessible to various departments, individuals and Council to understand the variety, nature and severity of the complaints and problems received.

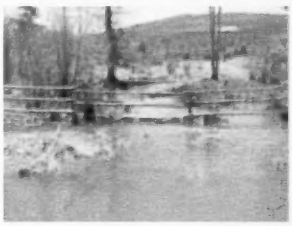
The Department continued to move forward with the development of GIS and has created numerous maps, data base reconciliations and infrastructure inventories. Many new programs have been instituted with ongoing development of these. GIS provided invaluable assistance to the Fire and Emergency Services Department as well as the RCMP, with new and updated mapping.

The Engineering Department also worked on the ongoing Asset Management program, Water Loss Control program, completion of the Fibre Optic Installation and the Erosion and Sediment Control Bylaw.

The vacant Deputy City Engineer position was filled by Dwayne Harvie. Dwayne comes to the City from his latest consulting position with SNC Lavalin – Calgary.

Engineering Services Major Initiatives (2013):

- Complete functional and sustainable asset management capability for linear infrastructure assets
- Complete development of GIS system within City
- Continue succession planning
- Complete robust self administered in-house integrated capital planning model/tool to enhance City capital planning ability
- Commission wastewater improvements
- Enhance control of new land development compliance with City bylaws and reduced carbon footprint objectives as outlined in OCP and ICSP and evolving Provincial policies



Finance & Computer Services Department

CRANBROOK
FINANCE

The Finance Department administers the public financial resources of the City. The primary function of the Finance Department is to provide financial management information to City Council, staff and the public. Department personnel process daily financial and accounting transactions, implement and monitor internal control procedures, order goods and services and tender major projects.

According to the British Columbia Community Charter, the City is required to adopt a Five Year Financial Plan annually. This long-term approach to financial planning allows Council and the community to consider the impact that the current decisions will have on future financial matters. The Plan is updated each spring, prior to setting the tax rates, to reflect any changes that have occurred since the last Plan was adopted. In 2011, the Department prepared the Five Year Financial Plan for Council's consideration, prepared six month interim management reports and budget analysis, as well as the annual financial reports.

The Finance Department manages the Human Resources function for the Corporation including recruitment, compensation policies and practices, payroll, administration of collective agreements, educational and training programs, employee benefits, and ensures a safe and healthy workplace through safety and wellness programs.

In any given year, $10 to $20 million will be spent on a variety of capital acquisitions and projects, and the repair and maintenance of our infrastructure. The Purchasing Division is responsible for acquiring goods and services and managing the disposal of surplus material in a responsible, professional and cost-effective manner.

Our IT Division is committed to providing a computing environment that supports the decision making process and facilitates the use of information by staff and residents of Cranbrook.

Positions within the Finance and Computer Services Department include: Director of Finance and Computer Services, Deputy Director of Finance and Computer Services, Financial Services Manager, Financial Analyst, Tax & Accounts Receivable Clerk, Accounts Payable/Cashier, Finance Secretary, Clerk/Cashier, Receptionist, Human Resources Manager, Accounting/Payroll Clerk, Information Systems Manager, Systems Administrator and Computer Support Specialist (Help Desk).

Finance & Computer Services Major Initiatives (2012):

- Finalize implementation of new Payroll / HR system
- Negotiate new CUPE (2090) Agreement
- Coordinate Finance's Tangible Capital Asset module with Engineering's Asset Management system
- Review and update Reserve Fund Bylaws
- Review and update the City's Frontage Tax Bylaws and consider frontage tax options
- Onboarding of the SMARTtool program, which will assist staff to actively measure, track and report on corporate carbon emissions
- The City's long-term Deputy Director of Finance will retire in 2012. The Department will hire a new Deputy and will take that opportunity to evaluate the overall workflow throughout the unit to ensure a smooth transition
- Continuation of support and encouragement in staff's pursuit of professional development opportunities in areas of payroll, finance, accounting and contract and procurement law

Finance & Computer Services Department (Continued)

Finance and Computer Services – Highlights of 2011:

- In 2011, the City moved its Liability Insurance coverage to the Municipal Insurance Association (MIA). The MIA, which caters only to municipalities, is member owned and operated. The property coverage remains with a local firm
- Finance staff attended several Climate Action workshops in an effort to become educated around becoming Carbon Neutral by 2012. The host of the workshops, Carbon Neutral Kootenay, is based in Castlegar, and has been helping the City of Cranbrook over the past few years to track and report carbon emissions. In 2012, carbon emission reporting will become the sole responsibility of the City
- Started implementation and training on a new Payroll and Human Resources software program, including biometric thumb scanners which have been installed at all City locations. Rollout will take place in 2012
- Negotiated a new long-term Lease Agreement with the Province, in regard to the second floor of the Library Building
- Implemented new cash handling systems for Transit and parking meters, which allows for more control in these areas
- With the assistance of the policy analyst, reviewed history from existing Frontage Tax Bylaws, and compared to other communities. Will complete project in 2012
- Started bargaining negotiations with International Association of Fire Fighters (IAFF) 1253
- Worked with Sun Life Disability Coordinators, Health Service Representatives, and Worksafe BC to facilitate Return to Work (RTW) programs for injured and disabled employees
- Introduced Joint Early Medical Absence Program (JEMA™) to facilitate proactive early contact and assistance to City (CUPE 2090) employees absent due to illness or injury
- The purchasing department has made clarifications within certain competitive bid documents that have lowered the risk profile for such procurement activities

Finance & Computer Services (Cont'd) Major Initiatives (2012):

- Redesign the City's tax notice for easier comprehension by the public
- Completion of the Fiber Optic including programming of the switching gear and routers, which will also complete the remote access, on-line ticket sales, and web services projects
- Installation of new e-mail Servers
- Telephone system upgrades
- CLASS Server and software at Leisure Services to be replaced, as software is no longer supported as of 2012
- Evaluate the benefits of moving to new bulk fuel supplier through UBCM program
- Evaluate financial statement and year-end software for implementation at 2012 year end
- Prepare new policy addressing grants to organizations
- Negotiate new Banking Services Agreement (current agreement expires December 2012)
- Negotiate renewal of lease agreement with RCMP (current lease agreement expires December 2012)

CRANBROOK
FINANCE

- Through coordinated efforts with other departments, the New Vendor Registration process has been improved
- Continued work with other departments to evaluate the use of Open and Standing POs and to streamline that process
- Provided assistance to other departments on significant large capital projects (accounting, purchasing, securing grant funding and borrowing)
- Fiber Optic cable placement and splicing substantially completed, allowing other departments to temporarily connect until final pieces of equipment are installed and programming is complete
- Continuation of IT hardware and software replacements/updates
- Upgraded the ticket software and hardware to the outlet version in preparation for on-line ticket sales. The web side of on-line ticket sales is scheduled for completion in 2012
- IT assisted with the design and installation of all IT related systems in the new Fire Hall. Moved all existing computer systems to the new Fire Hall, installed a new dispatch system and worked with Telus to install a dedicated telephone system for 911 calls. GIS implementation of the dispatch system was completed
- Installed and configured a server for Stone Orchard, a new program that tracks cemetery plots
- IT's larger projects also included installation of a new File Transfer Protocol (FTP) server for large file transfer capability, wiring of generator power to the City's main server room, assisting with the purchase and replacement of the air conditioner at the Fiber Optic Point of Presence (POP), and installation of monitoring equipment at the Fire Hall, POP, and City server rooms

Finance & Computer Services Major Initiatives (2013):

- Continue with replacement of older technology as per hardware lease budget, and replace the remainder of high use workstations
- Begin planning of records management and paperless agenda systems
- Continue to update functionality of City website

Fire & Emergency Services Department

Cranbrook Fire & Emergency Services Department mission is to provide efficient, professional emergency response and prevention services to our community. Further, we strive to build and maintain a positive work environment and support personal and team initiative in service delivery.

Cranbrook Fire & Emergency Services provides emergency service to approximately 24,000 residents within the City of Cranbrook and contract service areas within the Regional District of East Kootenay. We are a composite department consisting of 23 career and 10 auxiliary members. The organization consists of the Director, Deputy Director, Secretary, 4 Lieutenants, Training Coordinator, Fire Prevention Coordinator and 14 fire fighters.

In order to provide quality, professional services, Cranbrook Fire & Emergency Services has adopted high level training and program delivery standards. Staff are certified and trained for all programs to National Fire Protection Association Standards or Industry Best Practices, which involves approximately 800 training hours per member per year. Comprehensive training is essential to ensure WorkSafe BC compliance, maintaining insurance industry (Fire Underwriter's Survey) recommendations and maintaining skill competency to safely and effectively provide the following core services:

- Provide fire suppression and first responder service (approximately 1,300 calls annually)
- Provide vehicle extrication
- Conduct fire safety inspection on all public buildings within the City of Cranbrook (approximately 1,200 inspections annually)
- Provide dispatch services for 9-1-1 fire and emergency services for 15 Kootenay communities
- Provide dispatch and working alone monitoring services for Cranbrook Public Works
- Provide Operations Level Hazmat response within our emergency response area
- Provide fire safety public education programs within the community
- Manage the City of Cranbrook's Emergency Program
- Enforce the Fire Services Act of B.C. Fire Code Regulation
- Fire investigations involving fires within the City of Cranbrook
- Confined space rescue

Fire & Emergency Services Major Initiatives (2012):

- Continuous quality improvement.
- Design fire training ground.
- Implement FDM Workshare for 15 dispatch clients.
- Implement high risk preplans into incident response training.
- Attain Blue Card Certification
- Develop Dispatch Communication System – from interconnect to direct radio

CRANBROOK
FIRE & EMERGENCY SERVICES

Cranbrook Fire & Emergency Services Major Accomplishments (2011):

- Completed construction of new fire hall
- Completed major upgrade of Fire Department Computerized Management System (FDM)
- Developed rural interface fire preplans
- Commit to replacement of fire engine to ensure compliance with Fire Underwriter's Survey requirements
- Developed fire training ground plan
- Implemented full emergency dispatch service for 15 Kootenay communities
- Relocated operations from old fire station to new fire station
- Developed risk reduction/management program
- Continued wildfire fuel reduction operational programs in the Cranbrook Watershed

For the period of January 1, 2011 to December 31, 2011 we responded to 1,399 fire & emergency calls:

Fire and Emergency Services Major Initiatives (2013):

- Develop fire service training site
- Purchase water tender
- Update 5 year Strategic Plan
- Develop and implement a seniors education program
- Complete fire hall landscaping
- Completion of training room video conferencing capability for training

Emergency Responses 1,399	
141	Fire Related
796	First Responder
151	Rescue/MVA Responses
67	Public Hazard Calls
15	Public Service Calls
161	Fire Alarm Activated
21	False Alarm
1	Campfire Complaint
4	No Burning Permit
1	Still Water Rescue
1	Fuels Management
32	Public Works Calls
5	Bylaw Calls
3	Aircraft Emergency Standby

Calls Forwarded 535	
9	Baynes Lake
13	Canal Flats
35	Castlegar
11	Edgewater
38	Elkford
22	Fairmont Hot Springs
47	Fernie
6	Hosmer
67	Invermere
30	Jaffray
98	Kimberley
22	Panorama
29	Radium Hot Springs
51	Sparwood
57	Windermere

Fire Inspections & Public Education	
1,175.5 Hours	Inspections of buildings for fire safety

13	Land Clearing Permits Issued

Leisure Services Department

The Leisure Services Department recognizes the health and wellness benefits of our residents participating in leisure and recreation programs. The Department strives to provide the best programs and facilities possible while utilizing available resources in the most efficient and economical manner.

The Leisure Services Department promotes healthy lifestyles through the development of quality parks, facilities, recreation and cultural opportunities for the year round use of our citizens. It is the Department's mission to provide and promote parks, open spaces and leisure programming that will enhance active living and the well being of individuals within our community. Leisure Services operates and maintains three ice arenas; an aquatic centre with a leisure pool, 25 meter - 8 lane lap pool, hot tub, sauna and steam room; a squash court; booking of City and School District facilities (parks, gyms, classrooms); providing special events at all City facilities through community and private partnerships.

Director of Leisure Services
1 support staff

Facilities Operations Manager
.5 support staff plus 10 full-time Arena Technicians, plus 2 part-time

Leisure Development Manager
.5 support staff

Programming and Staffing Coordinator
1 support staff plus 3 part-time and 4 casual front office staff

Aquatic Coordinator
75 Lifeguard III; 2 part-time Lifeguard III;
2 part-time Lifeguard II; 12 Lifeguard 1; 7 relief Lifeguards

Major items completed in 2011 included the following:

- Renovations to the Memorial Arena are complete. Renovations included a new slab, new boards, plant room upgrades, new electrical service, painting, flooring, roofing, fire detection equipment, lighting, waterline replacement, and a new front entrance. The project came in almost $1M under the original forecast budget
- Staff worked with the Cranbrook Rotary Club to extend a link from the existing NorthStar Trail (Rails to Trails) parking lot (behind Aasland Museum of Taxidermy) to McPhee/Theatre Road. The project involved numerous partners including private land owners, BC Hydro, Fortis and Wildstone. A change of scope to the MRIF grant allowed for the funding for this extension, along with a successful CBT Community Initiatives grant by the Rotary Club

Leisure Services Major Initiatives (2012):

- Develop a site plan for Balment Park
- Partner with Cranbrook Rotary Club to develop trail extensions to link NorthStar Trail (Rails to Trails) with Rotary Way, and downtown linkages to Arch. Applications for funding have been sought through the Community Recreation Program
- Partner with local agencies to develop opportunities through the Columbia Basin Trust Community Youth Directed Funds
- Complete expansion of Generations Playground at RecPlex
- Complete upgrades to McKinnon Park basketball court surface and replacement of playground equipment
- Complete ticket system upgrades and training to allow online sales for special events
- Pursue naming rights for the Cranbrook RecPlex
- Phase 2 of 3 RecPlex HVAC, to return HVAC operating system to optimal operating standard (increase efficiency)

CRANBROOK
LEISURE SERVICES

- Successfully partnered with SD5 to receive UBCM School Community Connections funding for new cross training at Steeples School and for an electronic handicap door at the entrance to the aquatic centre
- Completed an in depth Confined Spaces Program for the RecPlex with assistance from Emergency Services
- Worked with Public Works and the JCI to construct a new children's playground at Moir Park
- Developed and launched a new corporate family swim sponsorship program and the "rubber ducky swim", featuring 1000 rubber ducks
- Partnered with Rocky Mountain Naturalists to conduct trail upgrades at Elizabeth Lake/Confederation Park
- Secured funding from the Early Childhood Development Committee to expand the Generations Playground at the RecPlex to accommodate an accessible swing set, and to replace gravel with engineered wood fiber which is safer and more accessible for wheelchairs. (Construction to take place in 2012)
- Entered into a new agreement with Pepsi to be the exclusive beverage supplier at Arenas and Kinsmen Quad Park
- Renewed agreement with Shivers Sugar Factory at the RecPlex
- Successfully secured funding through BC Hydro/Trees Canada for planting 31 trees in Gyro Park
- Entered into a new agreement with Motion Media Solutions to install and operate a new television based advertising system in the RecPlex
- Partnered with Ministry of Transportation and Infrastructure and Mainroad Contracting to develop and construct a new parking lot at the NorthStar Trail (Rails to Trail) at no cost to the City
- Started remediation on the RecPlex compromised exterior walls. Work to continue into 2012 as additional landscaping is required
- Re-commissioned RecPlex HVAC Controls

Leisure Services (Continued) Major Initiatives (2012):

- Work with Cranbrook Home Run Society to identify opportunities on improvements to Confederation Park instead of the plans for a new facility at Moir Centennial Athletic Park
- Develop plan to increase programming opportunities so department is full cost recovery
- Partner with Rocky Mountain Naturalists to conduct trail upgrades at Elizabeth Lake/Confederation Park
- Provide support to the NorthStar Trail (Rails to Trail) Advisory Committee to become a society and take over aspects of maintenance and operations of NorthStar Trail (Rails to Trail)
- Work with City of Kimberley Staff to develop RFP for operation of NorthStar Trail (Rails to Trail) washrooms
- Renovations to RecPlex Wall and Landscaping
- To continue to provide major events in the RecPlex
- Aquatic Centre Lighting Replacement/ Upgrade
- Develop options to replace high steel rigging with approved system
- Develop new aquatic programs to increase usage. Seek grant opportunities to fund Grade Three free swim lessons

Leisure Services Department (Continued)

Events in 2011:

- Hosted a near sellout of the production of Riverdance
- Hosted five days of the Canada Cup of Curling, which featured two days of nationally televised games on TSN
- Organized the Pitch-in Canada project for Cranbrook
- Held a Move for Health Day – Provincial initiative
- Offered Seniors' Ambassador Program at Seniors Park
- Partnered with Sunrise Rotary Club to host the annual Canada Day Celebration
- Hosted a Kiddies Day parade during Sam Steele Days
- Worked with a variety of groups to assist in event planning, including MOPARS car show and the Cranbrook Kennel Club dog show
- Worked with Skate Canada to host the Pacific Skate Championships, which attracted 200 competitors from across BC/Yukon

Leisure Services
Major Initiatives (2013):

- Development of a Parks and Recreation Master Plan
- Develop Online Registrations capabilities for Leisure Services programs
- Curling Club agreement renewal.
- Phase 3 RecPlex HVAC – replacement of various aging components for building plumbing and heating
- Replacement of RecPlex Zamboni, possibly with electric option to reduce carbon footprint
- Replace equipment at Tot Park in Pinecrest area

Leisure Services (Continued)
Special Projects Initiatives (2012):

- Partner with SD5 to reconstruct four tennis courts at Mount Baker High School. Explore opportunities for multi-use such as addition of seniors' pickleball facility
- Work with the Cranbrook Bike Skills Park Society to enter into an agreement and construct a bike skills park at Balment Park
- Pursue funding through TD Green Streets to plant trees around the perimeter of Kinsmen Park
- Pursue funding through New Horizons for Seniors Program for the establishment of a multi-generation maintained flower, shrub and vegetable boxes at the RecPlex
- Partner with Community Connections of Southeast BC and the Cranbrook Food Action Committee to develop a seniors' friendly public produce garden subject to a successful funding request through the UBCM Age-friendly Community Projects and Planning Grant
- Pursue funding through the Community Recreation Program for bridge repairs/ replacement along Idlewild Park and Rotary Way trails
- Pursue partnerships and grant opportunities to begin Music in the Park initiative in Spirit Square
- Initiate design/engineer study to identify alternative energy opportunities for Cranbrook RecPlex to reduce carbon footprint

Public Works Department

CRANBROOK
PUBLIC WORKS

Public Works crews keep the City moving. Taking care of approximately 138 km of paved roads and about 43 km of unpaved lanes and streets, the crews clear snow, sand, repair and clean our streets. The crews take care of public parking lots, sidewalks and pedestrian pathways, roadway and surface drainage channels, structures and storm sewers. To ensure traffic moves safely, Public Works maintains traffic and pedestrian signals, street lighting, regulatory and information signage.

Approximately 6900 water services are maintained to residences across the City as well as 175 business, and 5 industrial services. In 2011, 4.59 billion litres of potable water were delivered to residents. Public Works crews maintain, repair and replace the in-ground pipes delivering this essential service; monitor the quality of the water collected at two separate surface watersheds, maintain a diversion structure, surface water reservoir, disinfection facilities and feed lines. Instrumentation installed in the Gold Creek and Joseph Creek watersheds and at a diversion structure south of the City's Phillips Reservoir provides continuous on-line monitoring of surface water quality and flows from these valuable water sources. The equipment also monitors the apportionment of surface waters directed into the reservoir and into Joseph Creek that flows through Cranbrook. The monitoring equipment measures conductivity, turbidity and temperature from each of the two watersheds and records flow from the Gold Creek pipeline. Crews completed 87 major repairs to water and sewer services in 2011.

Public Works also keep the City clean and attractive. Crews collect residential solid waste and trash from public areas, are responsible for the maintenance and operation of the City's wastewater collection and treatment systems as well as effluent transfer to the Spray Irrigation site.

In our parks and open spaces Public Works personnel maintain playfields, playgrounds, boulevards, creeks and natural areas, trees, shrubs and gardens, the cemeteries, mausoleum and public structures including water parks, shelters and public toilets. Our crews work closely with community groups involved in the planting of trees, shrubs and flowers throughout Cranbrook by providing personnel and equipment to both develop new planting sites and maintain existing sites.

Public Works
Major Initiatives (2012):

- Safety upgrades to the tunnel at the Phillips Reservoir
- Seal leaks in the tunnel under the Phillips Reservoir
- Replace failing components on the main water supply trunk main
- Replace large diameter flow meters at the lagoon transfer pump house, spray irrigation pump house and the alum building
- Install flow monitoring equipment on the two sanitary sewer trunk mains flowing into the wastewater treatment lagoons
- Construct flood control structures at the wastewater treatment lagoons
- Connect the WWIP SCADA data collection to the existing database
- Upgrade a City Hall washroom to enable handicap access and use
- Field confirm transportation, utility, and parks related GIS information

Public Works Department (Continued)

City Hall, our Arenas, the Public Works yard, Fire Stations and numerous small public buildings are maintained by Public Works personnel, directly and by contract, providing janitorial services, security, heat/ventilation/air conditioning services, carpentry, electrical, plumbing, painting, roofing, flooring, lighting and glazing.

To keep all of these services on the move our crews maintain, service and repair the City's fleet of vehicles and apparatus.

The Director of Public Works is responsible for the overall operation of the Department as well as the day to day operation of the utilities function. The Public Works Manager looks after the roads, sidewalks, parks, cemeteries, and the collection of residential solid waste. The Trades Manager oversees the building and fleet operation and is responsible for traffic signals, street lights, and roadway, transit, and information signage in the community.

47 full time staff provide the hands-on delivery of service and are supported by two administrative positions. During summer, a crew of 15 students is brought on to maintain the large area of parks, playfields and green space in the community.

Public Works 2011 Major Accomplishments:

- Construction of a metal roof to protect wastewater screening equipment
- Completion of building renovations at the north end of the Memorial Arena
- Completion of exterior construction and security measures at the Diversion structure
- Replaced roofing membranes on the RCMP and Balment buildings
- Installed 11 low maintenance 'deep' trash receptacles
- Advertised and administered a very successful 'Bare Root' tree program
- Planted in excess of 100 new trees
- Upgraded floral plantings at Rotary Park, on City Hall grounds near the Pat Casey memorial, and in the vicinity of the Byng Hotel

Public Works (Continued)
Major Initiatives (2012):

- Complete electrical upgrades at Phillips Reservoir and the Public Works Yard
- Upgrade control valves and instrumentation at pressure reducing stations
- Construct a building to provide access to a 900 mm gate valve in a concrete chamber
- Install 14 low maintenance 'deep' trash receptacles
- Improve on the measurement component of the water loss management program
- Implement the first pressure managed zone in the City's water distribution network
- Landscaping upgrades at the north entrance welcome sign
- Construct a "Citizens Wall of Honour" in Rotary Park
- Internal modifications to a portion of the RCMP building
- Demolish two buildings behind 40 – 10th Avenue South

CRANBROOK
PUBLIC WORKS

- Completed electrical upgrades to RV sites at the Baker Tourist Park
- Completed landscaping upgrades at the entrance to Moir Park
- Continued staff training on turf management with the objective of reducing fertilizer and herbicide materials while maintaining high quality playing fields
- Initiated a successful program to repair or replace damaged concrete sidewalks
- Completed an underwater inspection and cleaning of the Reservoir intake structure
- Completed the measurement phase of a multiyear water loss management program to reduce water distribution system water loss
- Completed construction of an Alum building
- Installation of a 900mm (36") gate valve
- Construction of a 5 meter deep buried concrete valve chamber
- Major structural renovations to a large pumping station
- Installation of two 20m high radio towers
- Utilized existing SCADA capabilities to assist with the water loss management program
- Utilized existing SCADA capabilities to assist with water distribution system modeling
- Completed 87 excavations required to repair buried water and sewer infrastructure
- Implemented City Works software to record and track resident concerns and City work completed

Royal Canadian Mounted Police

Community police services are provided by the Royal Canadian Mounted Police through a contract with the City of Cranbrook. The municipal component of the Detachment includes 26 officers and 15 municipal employees providing a wide range of police services. This includes general duty, plain clothes serious crime section, forensic identification, crime prevention and community policing. Additionally, the Detachment has the services of a First Nations policing officer, Police Dog Service, Victim Services and a successful Restorative Justice program.

In 2011, the Detachment responded to a total of 8889 calls for service within the City of Cranbrook. In addition to calls for service each year, the Detachment, in consultation with the community, Mayor and Council, identified specific policing priorities.

In 2011, these priorities were:

- **Prolific Offenders**
  In 2009, an initiative by police to monitor compliance of court ordered conditions was implemented. In cases where it was found that a person was non-compliant with those court-ordered conditions, additional criminal charges were recommended. The goal was to hold people accountable to the original sentence imposed for the offence they had committed, as well as deter these same prolific offenders from committing further offences that impact the community. This initiative is ongoing and in 2011 there were 29 charges processed for breaches of court orders directly related to our targeted Prolific Offenders.
- **Property Crime**
  In an effort to provide information and education to the public, a booth was set up at the Cranbrook Kinsmen Home Show. Members and Volunteers of the Detachment met with the public and provided them with information on how to protect themselves and their property from becoming a victim of various crimes through target hardening measures; information was also disseminated with a view to reducing Violence against Women. Additionally, public service announcements were broadcast through radio and newspaper on topics such as theft from vehicles, identity theft, and fraud.

  Property related offences in 2011 including Break, Enter and Theft, Mischief to Property, Thefts and Thefts from Vehicles dropped 16.1% from the 2010 year.
- **Traffic**
  In 2011, the members of the Cranbrook Detachment continued their aggressive pursuit of reducing the incidence of impaired driving and driving while prohibited. As a result, there were a total of 224 drivers removed from the roads, of which 112 were charged criminally for impaired driving, and 112 drivers were issued driving prohibitions ranging from 24 hours to 90 days.

  Four members of the Cranbrook Detachment will be become members of "ALEXA'S TEAM", in the continued memory of a 5 year old child who was killed by an impaired driver. Each of these members charged 10 or more impaired drivers in 2011.

  School zones were strategically monitored during specific times such as school opening and the arrival of spring. A member of the Detachment also sits on the Cranbrook in Motion Committee. As a result of requests/recommendations from the Cranbrook in Motion Committee in regards to speeding, 16 Speed Watch sessions were conducted by Cranbrook Auxiliary Constables in the areas of concern.
- **Alcohol and Drugs, Organized Crime**
  In a continued effort to address increased criminal activity around various licensed premises, Cranbrook Detachment members engaged in dedicated enforcement activities throughout the downtown core on Friday and Saturday evenings. This was again supported by the City of Cranbrook and owners of various licensed premises.

  Drug enforcement continues to be a challenge, with an increased number (4.1%) of seizures and charges laid against street level traffickers as well as those involved at the mid-level distribution.

- **Youth**
  The Community Prevention Education Continuum (CPEC) continues to run strong in the Cranbrook community. This community approach begins in kindergarten through to grade 12 in which youth are provided with means and skills to make positive life choices. This program has brought Cranbrook national attention as a model by which to reduce drug and alcohol use by youth.

  Members participated in the P.A.R.T.Y. Program (Prevent Alcohol Related Trauma in Youth).

  The Detachment continues to deliver the D.A.R.E. (Drug Abuse Resistance Education) program to approximately 250 students at eight elementary schools, delivered by 4 D.A.R.E. Officers. School Liaison Officers continue their interaction with youth in schools as well as other interactive programs throughout the community (i.e. summer program presentations, Detachment tours).

  The G.R.E.A.T. (Girls Reaching for Esteem and Trust) Conference was not held in 2011 due to the teachers' job action. In its place, a partnership was created between the Cranbrook Detachment and the Mount Baker High School's Leadership Group to deliver Cyber Bullying presentations to the students at Laurie Middle School. Plans were put in place to deliver the presentations in 2012.

- **Community Involvement**
  The COPS for Kids ride returned to Cranbrook in 2011 with Constable Adrianna St. George taking on the honoured role of the rider representing Cranbrook. This year the riders raised approximately $9,700. which will be for the benefit of local ill children. One of the local recipients received a nasometer which is used to monitor airflow between the nose and mouth, helping to improve speech.

  The Community Policing Officer, Constable Lisa Schlatter is a member of the Family and Community Services Committee, Safe Communities Cranbrook Committee and the Homeless Shelter Coalition.

- **Auxiliary Constables, Citizens on Patrol and Restorative Justice**
  The community continues to benefit from 42 volunteers in various programs (Auxiliary Constables, Citizens on Patrol and Restorative Justice) which support the Detachment in providing service to the Cranbrook Community. In 2011, the volunteers gave over 2,477 hours of their time. This includes six Auxiliary Constables who commenced performing preventative and patrol duties within the community in 2010. There are now four Auxiliary Constables who have been trained to participate with the Bike Patrol Crew. The members were positively received by the public during several community outings in 2011. The Auxiliary Constables also assisted with several special events including Sam Steele Days, Canada Day, Canada Cup Curling Championships, Kootenay Ice games, School Liaison activities, delivery of the D.A.R.E. program, parades, community/school presentations and assisting members on patrol.

- **Strategic Community Investment Funds**
  The BC Provincial Government recognizes that most local governments rely on grant funding to meet operational and capital requirements. The Strategic Community Investment Funds program provides funds to help stimulate local economies and support investments in community safety.

  In 2011, the City received $614,528 from the Strategic Community Investment Funds, of which $300,000 was used to cover general increases in policing costs and to fund other Local Government services.

  The City used $139,000 in 2011 to complete the retrofit of the five jail cells that began in 2010. Future plans for the funds include $80,000 for road and sidewalk improvements as part of the Slaterville Neighborhood Plan, $50,000 for additional video monitoring equipment in the RCMP building, and $100,000 for an overpass study to help improve traffic flow in the City.

Senior Management Team

- Will Pearce,
  Chief Administrative Officer
- Wayne Staudt, CA
  Director of Finance & Computer Services
- Roy Hales, MCIP,
  Director of Corporate Services
- Jamie Hodge, P.Eng,
  Director of Engineering
- Diane Butz,
  Director of Leisure Services
- Wayne Price,
  Director of Fire & Emergency Services
- Joe A. McGowan, AScT,
  Director of Public Works

- Police
  Royal Canadian Mounted Police
- Solicitors
  Murdy & McAllister
  Steidl, Kambeitz
- Bank
  Bank of Montreal
- Auditors
  BDO Canada LLP

Management's Responsibility for Financial Reporting

To the Mayor and Members of Council:

In accordance with Section 167 of the Community Charter, we are pleased to submit the 2011 consolidated financial statements for the Corporation of the City of Cranbrook, together with the report of our auditors, BDO Canada LLP.

The preparation of the consolidated financial statements is the responsibility of the City's management. The statements have been prepared by City staff in accordance with Canadian generally accepted accounting principles for governments in the Province of British Columbia. These principles are based upon recommendations of the Public Sector Accounting Board ("PSAB") of the Canadian Institute of Chartered Accountants.

Financial statements are not precise since they include certain amounts based on estimates and judgements. When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances, in order to ensure that the financial statements are presented fairly in all material respects.

The consolidated financial statements have been audited by BDO Canada LLP Chartered Accountants in accordance with Canadian generally accepted auditing standards on behalf of the ratepayers. The auditor's report expresses their opinion on these consolidated financial statements. The auditor has full and free access to the accounting records.

Wayne Staudt, CA
Director of Finance and Computer Services

Will Pearce
Chief Administrative Officer

April 23, 2012

BDO

Tel: 250 426 4285
Fax: 250 426 8886
www.bdo.ca

BDO Canada LLP
35 - 10th Avenue S
Cranbrook BC V1C 2M9 Canada

Independent Auditor's Report

To the Mayor and Members of Council
of The Corporation of the City of Cranbrook

We have audited the accompanying financial statements of The Corporation of the City of Cranbrook, which comprise the consolidated statement of financial position as at December 31, 2011, and the consolidated statements of operations, changes in net debt, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements of The Corporation of the City of Cranbrook for the year ended December 31, 2011 are prepared, in all material respects, in accordance with Canadian public sector accounting standards.

BDO Canada LLP

Chartered Accountants

April 23, 2012
Cranbrook, BC

BDO Canada LLP, a Canadian limited liability partnership, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.

The Corporation of the City of Cranbrook
Consolidated Statement of Financial Position

December 31	2011	2010
Financial Assets		
Cash and funds on deposit (Note 1)	**$ 21,109,434**	$ 25,006,450
Accounts receivable (Note 2)	**8,146,614**	10,565,085
Property acquired for taxes subject to redemption (Note 3)	**38,518**	-
Deposit – Municipal Finance Authority (Note 4)	**1,021,655**	984,972
	30,316,221	36,556,507
Liabilities		
Accounts payable and accrued liabilities (Note 5)	**6,560,316**	8,577,609
Temporary borrowing (Note 6)	**2,000,000**	-
Deferred revenue (Note 7)	**2,823,849**	2,783,948
Development cost charges (Note 8)	**1,918,550**	1,707,464
Reserve – Municipal Finance Authority (Note 4)	**1,021,655**	984,972
Long-term debt (Note 9)	**33,680,214**	34,378,179
Capital lease obligation (Note 10)	**7,713**	17,017
	48,012,297	48,449,189
Net Debt	**(17,696,076)**	(11,892,682)
Non-Financial Assets		
Tangible capital assets (Note 11)	**178,760,401**	156,717,124
Inventories of supplies and prepaid expenses	**555,245**	170,493
	179,315,646	156,887,617
Accumulated Surplus	**$ 161,619,570**	$ 144,994,935

Wayne Staudt, CA
Director of Finance and Computer Services

Will Pearce
Chief Administrative Officer

The Corporation of the City of Cranbrook
Consolidated Statement of Operations

For the year ended December 31	2011 Budget	2011 Actual	2010 Actual
Revenue			
Taxation for municipal purposes (Note 14)	$ 22,138,117	$ 22,154,736	$ 21,185,955
Grants in lieu of taxes	265,000	267,015	237,396
Utility fees	6,243,062	6,272,890	5,884,295
Federal government grants	9,906,816	8,386,888	5,151,325
Provincial government grants	2,959,048	3,281,416	4,478,682
Regional and other local government grants	330,922	404,923	312,637
Sale of services and fees	6,401,408	6,471,363	6,408,372
Service, penalties, and interest charges	345,000	491,360	455,318
Contributions from Developers, and others	80,000	82,145	842,020
Contributed assets	-	3,456,160	946,139
Development cost charges	167,600	3,041	523,232
Interest earned on investments	242,300	313,988	297,421
Other revenue	272,604	338,753	336,927
Donations	33,600	40,200	39,390
	49,385,477	51,964,878	47,099,108
Expenses (Note 15)			
General government services	5,767,103	5,379,591	5,017,086
Protective services	7,570,750	7,454,732	7,379,438
Engineering services	2,717,478	2,403,248	2,490,430
Public work services	4,757,209	4,399,644	4,300,919
Recreation complex	3,968,827	3,569,034	3,848,178
Recreation and cultural services	1,771,519	2,365,885	2,209,460
Water services	2,983,528	2,873,738	2,791,445
Sewer services	2,788,568	2,901,380	1,703,451
Solid waste services	2,155,531	1,912,063	2,058,883
Airport operations	1,884,498	2,080,927	2,100,008
	36,365,010	35,340,242	33,899,298
Annual Surplus (Note 17)	13,020,466	16,624,635	13,199,810
Accumulated Surplus, beginning of year	144,994,935	144,994,935	131,795,125
Accumulated Surplus, end of year	$ 158,015,401	$ 161,619,570	$ 144,994,935

The Corporation of the City of Cranbrook
Consolidated Statement of Changes in Net Debt

For the year ended December 31		2011	2010
	Budget	**Actual**	Actual
Annual Surplus	*$ 13,020,466*	**$ 16,624,635**	$ 13,199,810
Acquisition of tangible capital assets	*(28,096,054)*	**(27,280,300)**	(22,056,503)
Amortization of tangible capital assets	*4,500,000*	**5,172,405**	5,009,857
(Gain)/loss on disposal of tangible capital assets	-	**34,625**	(2,589)
Proceeds on sale of tangible capital assets	-	**29,993**	9,464
Net consumption/(acquisition) of supplies and prepaid expenses	-	**(384,752)**	22,142
	(23,596,054)	**(22,428,029)**	(17,017,629)
Change in net debt for the year	*(10,575,588)*	**(5,803,394)**	(3,817,819)
Net debt, beginning of year	*(11,892,682)*	**(11,892,682)**	(8,074,863)
Net debt, end of year	*$ (22,468,270)*	**$ (17,696,076)**	$ (11,892,682)

The Corporation of the City of Cranbrook
Consolidated Statement of Cash Flows

For the year ended December 31	2011	2010 Restated
Operating transactions		
Annual Surplus	**$ 16,624,635**	$ 13,199,810
Items not involving cash		
Contribution from developers and others	**(34,000)**	(830,220)
Contributed assets	**(3,456,160)**	(946,139)
Actuarial adjustment	**(164,799)**	(133,657)
Amortization	**5,172,405**	5,009,857
(Gain)/loss on sale of tangible capital asset	**34,625**	(2,589)
Changes in non-cash operating balances		
Accounts receivable	**2,418,431**	(6,535,874)
Property acquired for taxes	**(38,518)**	-
Inventory and prepaid expenses	**(384,752)**	22,142
Accounts payable and accrued liabilities	**(2,017,293)**	3,368,195
Deferred revenue	**39,941**	166,178
Development cost charges	**211,086**	(237,128)
Land held for resale	-	386,254
	18,405,601	13,466,829
Capital transactions		
Acquisition of tangible capital assets	**(23,790,140)**	(20,280,147)
Proceeds on sale of tangible capital assets	**29,993**	9,464
	(23,760,147)	(20,270,683)
Financing transactions		
Repayment of long-term debt	**(1,283,166)**	(1,021,958)
Repayment of obligations under capital lease	**(9,304)**	(9,601)
Proceeds from new debt	**2,750,000**	3,611,390
	1,457,530	2,579,831
Net change in cash and short-term deposits	**(3,897,016)**	(4,224,023)
Cash and short-term deposits, beginning of year	**25,006,450**	29,230,473
Cash and short-term deposits, end of year	**$ 21,109,434**	$ 25,006,450
Supplementary Information:		
Interest Received	**$ 313,988**	$ 297,421
Interest Paid	$ 1,925,369	$ 2,118,951

The Corporation of the City of Cranbrook
Summary of Significant Accounting Policies

December 31, 2011

Basis of Presentation

The consolidated financial statements of the Municipality are the representations of management and are prepared in accordance with Canadian generally accepted accounting principles for governments using guidelines issued by the Public Sector Accounting Board ("PSAB") of the Canadian Institute of Chartered Accountants.

Reporting Entity

The reporting entity is comprised of all organizations and enterprises accountable for the administration of their financial affairs and resources to City Council and which are owned or controlled by the City of Cranbrook.

These consolidated statements reflect the assets, liabilities, revenues, expenses, changes in net debt, and cash flows of the reporting entity. In addition to the general City of Cranbrook departments, the reporting entity includes the Cranbrook Public Library.

Funds on Deposit

Funds on deposit include temporary investments recorded at the lower of cost or market value.

Vacation and Sick Pay

Vacation pay is charged to expense in the year it is earned. Sick leave is charged to expense when it is taken.

Development Cost Charges

Development cost charge ("DCC") levies are restricted by by-law in their use for providing funds to assist the municipality in paying the capital cost of providing, constructing, altering or expanding sewage, water, drainage and highway facilities and the revenue is deferred until the expenses are incurred. When DCC expenses are made, a corresponding amount is recorded in revenue as "Development Cost Charges."

Inventories of Supplies and Prepaids

Inventories and prepaid expenses held for consumption are recorded at the lower of cost and replacement cost and are reported as non-financial assets.

The Corporation of the City of Cranbrook
Summary of Significant Accounting Policies (continued)

December 31, 2011

Tangible Capital Assets

Tangible capital assets are recorded at cost less accumulated amortization. Cost includes all costs directly attributable to acquisition or construction of the tangible capital asset including transportation costs, installation costs, design and engineering fees, legal fees and site preparation costs. Contributed tangible capital assets are recorded at fair value at the time of the donation, with a corresponding amount recorded as revenue. The cost and accumulated amortization of assets no longer in use are removed from the accounting records and the difference between net proceeds, if any, and the net book value is recorded as revenue or expense. Amortization is recorded on a straight-line basis over the estimated life of the tangible capital asset commencing in the year following acquisition as follows:

Land	Not amortized
Land improvements	15 to 25 years
Buildings	10 to 50 years
Technology – IT	5 to 10 years
Equipment	
Furniture and equipment	10 to 15 years
Equipment under capital lease	5 years
Infrastructure	
Roads and sidewalks	10 to 75 years
Storm sewers	25 to 40 years
Parking lots	15 to 50 years
Water infrastructure	25 to 60 years
Sewer infrastructure	20 to 50 years
Airport runway	20 to 40 years
Parks	10 to 50 years
Library book collection	3 to 10 years
Construction in progress	Not amortized

Revenue Recognition

Revenues are accounted for in the period in which the transactions or events occurred that gave rise to the revenues and the amounts to be received can be reasonably estimated and collection is reasonably assured.

Taxation for municipal purposes is recorded as revenue in the period the taxes are levied.

User charges, fees, and other amounts collected for which the City has an obligation to perform or provide a future service are deferred until the service is provide

Contributions or other funding received which has externally imposed restrictions are initially accounted for as deferred revenue and then recognized as revenue when used for the specific purpose.

Contributions received in-kind are recognized as revenue in the period received at the fair market value at the time of the contributions.

Government Transfers

Government transfers are recognized in the period in which events giving rise to the transfers occur, provided that the transfers are authorized, any eligibility criteria have been met, and a reasonable estimate of the amount can be made unless the transfer agreement contains stipulations that creates a liability in which case the transfers are recognized as revenue over the period that the liability is extinguished.

Budget Figures

The budget figures are from the Five Year Financial Plan Bylaw to be adopted each year. They have been reallocated and adjusted to conform to PSAB Financial Statement Presentation.

Use of Estimates

The consolidated financial statements of the Municipality have been prepared in accordance with generally accepted accounting principles in Canada. The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Actual results could differ from those estimates.

The Corporation of the City of Cranbrook
Notes to Consolidated Financial Statements

December 31, 2011

1. Cash and Funds on Deposit

Amounts included in cash and funds on deposit which have been specifically designated and set aside for internally and externally restricted purposes total $11,131,559 (2010 - $12,970,996).

2. Accounts Receivable

	2011	2010
Taxes - current	$ 1,559,107	$ 1,334,496
- arrears	516,216	554,727
Federal government	2,984,409	3,932,066
Province of British Columbia	1,487,216	2,891,022
Regional and other local governments	141,651	66,360
Other receivables	1,458,015	1,786,414
	$ 8,146,614	$ 10,565,085

3. Property Acquired for Taxes Subject to Redemption

In 2011, the City acquired 6 properties through tax sale where there were no bids. The value of the property, at the time of acquisition is deemed to be the outstanding taxes. The registered owners have one year to redeem their property, and if not redeemed, title is transferred to the City.

4. Deposit and Reserve - Municipal Finance Authority

The Municipality issues its debt instruments through the Municipal Finance Authority. As a condition of these borrowings, a portion of the debenture proceeds are withheld by the Municipal Finance Authority as a debt reserve fund. The Municipality also executes demand notes in connection with each debenture whereby the Municipality may be required to loan certain amounts to the Municipal Finance Authority. The details of the cash deposits and demand notes at year end are as follows:

	2011	2010
Demand notes	$ 766,959	$ 746,116
Cash deposits	254,696	238,856
	$ 1,021,655	$ 984,972

5. Accounts Payable and Accrued Liabilities

	2011	2010
Federal government	$ 1,124,245	$ 870,071
Province of British Columbia	489,081	572,376
Regional and other local governments	108,671	40,133
Vacation and accrued benefits payable	738,108	732,623
Other payables	4,100,211	6,362,406
	$ 6,560,316	$ 8,577,609

6. Temporary Borrowing

The temporary borrowings of $2,000,000 relate to amounts owing to the Municipal Finance Authority in relation to advances for improvements to the City's waste water treatment and disposal system and to the Memorial Arena. The temporary borrowing is limited by loan authorization bylaws for $3,374,000 and $2,600,000 respectively. The loans are secured by the projects and bear interest at approximately 1.25% below prime. Subsequent to the year end, the City will issue a debenture to the Municipal Finance Authority for permanent financing.

7. Deferred Revenue

	2011	2010
Property taxes	$ 2,341,705	$ 2,345,371
Sewer Assistance Grant	-	12,900
Other	482,144	425,677
	$ 2,823,849	$ 2,783,948

The Corporation of the City of Cranbrook
Notes to Consolidated Financial Statements

December 31, 2011

8. Development Cost Charges

	2011	2010
Balance, beginning of year	$ 1,707,464	$ 1,944,592
Add:		
Interest earned	20,554	14,003
Development cost charge levies	193,573	272,101
	1,921,591	2,230,696
Deduct:		
Expenditures	3,041	523,232
Balance, end of year	$ 1,918,550	$ 1,707,464

9. Long-term Debt

	2011	2010
Mortgages		
Mortgage debt is repayable to Canada Life Assurance Company, repayable monthly in the amount of $74,721, including interest at 7.25%, maturing 2030.	$ 9,308,972	$ 9,531,974
Demand Loan		
Debt is repayable to the Bank of Montreal, repayable monthly in the amount of $60,232 including interest at 4.48%, maturing 2020.	9,210,020	9,512,312
Debenture Debt		
Debenture debt is repayable to the British Columbia Municipal Finance Authority. Existing debentures mature in annual amounts to the year 2032 and interest is payable at rates ranging from 3.15% to 4.82% per annum.	15,161,222	15,333,893
	$ 33,680,214	$ 34,378,179

9. Long-term Debt (continued)

Future minimum principal payments and actuarial adjustments required on long-term debt for the next five years and thereafter, assuming loan is not demanded, are due as follows:

	Debenture Debt	Demand Loan	Mortgages	Total
2012	$ 788,130	$ 316,653	$ 239,463	$ 1,344,246
2013	793,373	331,135	257,138	1,381,646
2014	798,791	346,277	276,119	1,421,187
2015	804,391	362,113	296,500	1,463,004
2016	810,178	378,673	318,386	1,507,237
2017 and thereafter	11,166,360	7,475,169	7,921,366	26,562,895
	$ 15,161,222	$ 9,210,020	$ 9,308,972	$ 33,680,214

10. Capital Lease Obligation

	2011	2010
Computer equipment lease, minimum monthly payments of $899, interest rate 11.53%, expires August 2012.	$ 7,713	$ 17,017

Future minimum payments under capital lease are:

Year	Amount
2012	$ 8,088
Imputed interest	(375)
	$ 7,713

11. Tangible Capital Assets

	2011								
	Land	Land Improvements	Buildings	Technology - IT	Equipment	Infrastructure	Construction in Progress	Library Book Collection	Total
Cost, beginning of year	$ 8,456,346	$ 2,704,542	$ 45,269,545	$ 1,290,471	$ 9,411,237	$ 141,150,938	$ 16,001,583	$ 664,614	$ 224,949,276
Additions	1,856,676	1,342,314	1,490,489	2,438,029	1,094,452	14,669,036	4,322,726	66,578	27,280,300
Disposals	-	-	-	(153,104)	(449,802)	-	-	(52,593)	(655,499)
Reclassification of Construction in Progress	-	-	6,831,428	633,097	-	8,011,340	(15,475,865)	-	-
Cost, end of year	10,313,022	4,046,856	53,591,462	4,208,494	10,055,887	163,831,314	4,848,444	678,599	251,574,077
Accumulated amortization, beginning of year	-	791,030	12,141,894	514,582	5,162,587	49,277,673	-	344,387	68,232,154
Amortization	-	99,337	1,132,523	141,297	518,810	3,213,133	-	67,304	5,172,404
Disposals	-	-	-	(153,104)	(385,183)	-	-	(52,593)	(590,879)
Accumulated amortization, end of year	-	890,367	13,274,417	502,775	5,296,214	52,490,806	-	359,098	72,813,677
Net carrying amount, end of year	**$ 10,313,022**	**$ 3,156,490**	**$ 40,317,045**	**$ 3,705,719**	**$ 4,759,673**	**$ 111,340,508**	**$ 4,848,444**	**$ 319,501**	**$ 178,760,401**

December 31, 2011

11. Tangible Capital Assets (continued)

									2010
	Land	Land Improvements	Buildings	Technology - IT	Equipment	Infrastructure	Construction in Progress	Library Book Collection	Total
Cost, beginning of year	$ 8,173,370	$ 1,723,978	$ 44,768,829	$ 1,296,736	$ 9,404,885	$ 135,323,552	$ 1,973,336	$ 670,957	$ 203,335,643
Additions	282,976	918,891	500,716	133,484	231,884	5,728,880	14,188,426	71,246	22,056,503
Disposals	-	-	-	(139,749)	(225,532)	-	-	(77,589)	(442,870)
Reclassification of Construction In Progress	-	61,673	-	-	-	98,506	(160,179)	-	-
Cost, end of year	8,456,346	2,704,542	45,269,545	1,290,471	9,411,237	141,150,938	16,001,583	664,614	224,949,276
Accumulated amortization, beginning of year	-	730,915	11,034,408	510,410	4,826,617	46,199,867	-	356,073	63,658,291
Amortization	-	60,115	1,107,486	143,921	554,625	3,077,806	-	65,903	5,009,856
Disposals	-	-	-	(139,749)	(218,655)	-	-	(77,589)	(435,993)
Accumulated amortization, end of year	-	791,030	12,141,894	514,582	5,162,587	49,277,673	-	344,387	68,232,154
Net carrying amount, end of year	$ 8,456,346	$ 1,913,512	$ 33,127,651	$ 775,889	$ 4,248,650	$ 91,873,265	$ 16,001,583	$ 320,227	$ 156,717,123

12. Credit Facility

The Municipality has a credit facility agreement with a financial institution which provides for a total commitment of $6,000,000. At December 31, 2011, the Municipality had drawn an amount of $301,532 (2010 - $Nil) on this agreement.

13. Pension Liability

The Municipality and its employees contribute to the Municipal Pension Plan ("the Plan"), a jointly trusteed pension plan. The Board of Trustees, representing Plan members and employers, is responsible for overseeing the management of the pension plan, including investment of the assets and administration of benefits. The pension plan is a multi-employer contributory pension plan. Basic pension benefits provided are defined. The Plan has about 173,000 active members and approximately 63,000 retired members. Active members include approximately 35,000 contributors from local governments.

The latest valuation as at December 31, 2009 indicated an unfunded liability of $1,024 million for basic pension benefits. The next valuation will be as at December 31, 2012 with results available in 2013. Defined contribution plan accounting is applied to the Plan as the Plan exposes the participating entities to actuarial risks associated with the current and former employees of other entities, with the result that there is no consistent and reliable basis for allocating the obligation, Plan assets and cost to individual entities participating in the Plan.

The Corporation of the City of Cranbrook paid $783,950 (2010 - $726,609) for employer contributions to the Plan in fiscal 2011.

14. Taxation for Municipal Purposes

Taxation revenue for municipal purposes is comprised of the following amounts:

	2011	2010
Total levies and special assessments	$ 31,374,631	$ 30,388,555
Transfers to other governments:		
Regional District of East Kootenay	438,274	345,915
School District	7,975,064	7,926,233
Regional Hospital District	594,823	714,027
BC Assessment Authority	211,734	216,425
	9,219,895	9,202,600
General municipal purposes	$ 22,154,736	$ 21,185,955

15. Expenses by Object

	2011	2010
Administration	$ 2,259,919	$ 2,253,296
Amortization expense	5,172,404	5,009,857
Contract and professional services	9,090,496	9,301,803
Contributions to organizations	412,727	375,101
Debt servicing and financing charges	2,011,928	2,239,320
Materials, supplies, repairs, maintenance	4,038,377	2,621,385
Wages and benefits	12,354,391	12,098,536
	$ 35,340,242	$ 33,899,298

16. Commitments and Contingencies

a) Purchase and Service Contracts

The Municipality has purchase and service contracts with estimated annual minimum payments of $10,476,565 (2010 - $14,060,000).

b) Contingency for Pension Plan Contributions

The City is required to match employee contributions to the Municipal Pension Plan when an employee decides to purchase enrolment arrears for service periods prior to January 1, 1988. The future pension cost for this is unknown and these amounts, if any, will be expensed as payroll costs in future years when paid.

c) Other Contingencies

There are potential lawsuits pending in which the City is involved. It is considered that the potential claims against the City resulting from such litigation and not covered by insurance would not materially affect the consolidated financial statements of the City. These amounts, if any, will be expensed in future years when the claims are settled.

The Corporation of the City of Cranbrook
Notes to Consolidated Financial Statements

December 31, 2011

17. Budget

The Budget adopted by Council on April 4, 2011 was not prepared on a basis consistent with that used to report actual results (Public Sector Accounting Standards). The budget was prepared on a modified accrual basis while Public Sector Accounting Standards require a full accrual basis. The budget figures anticipated use of surpluses accumulated in previous years to reduce current year expenditures in excess of current year revenues to $nil. In addition, the budget recognized a revenue item equal to the budgeted amortization expense. As a result the budget figures presented in the statements of operations and net debt represent the Budget adopted by Council on April 4, 2011 with adjustments as follows:

	2011	2010
Budgeted surplus for the year	$ -	$ -
Add:		
Capital expenditures	**28,096,054**	37,679,954
Debt repayment	**1,283,679**	997,767
Transfers to surplus	**559,565**	278,104
Less:		
Proceeds from debt to fund capital expenditures	**(5,327,418)**	(9,613,700)
Transfers from accumulated surplus	**(3,582,114)**	(2,699,707)
Non-funded amortization	**(4,500,000)**	(4,000,000)
Net transfer from reserves	**(3,509,300)**	(1,807,475)
	$ 13,020,466	$ 20,834,943

18. Trust Funds

The Municipality holds funds in trust for specific uses comprised of the following amounts:

	2011	2010
Westlawn Perpetual Care Fund	$ **378,950**	$ 367,454
Arches Fund	**122**	357
	$ 379,072	$ 367,811

The assets and offsetting liabilities are not reflected in the Municipality's consolidated financial statements.

19. Comparative Figures

Certain comparative figures have been reclassified to conform with the current year's presentation.

20. Segment Disclosure

The City of Cranbrook has identified the General, Utility and Airport funds as distinguishable activities of the municipality, and the Cranbrook Public Library as a distinguishable organization for which it is appropriate to separately report financial information.

The nature and activities of these identified segments are as follows:

- The General fund provides administration, protection (fire and police), public works, engineering, and recreation services and are funded through property taxation, grants, and service/user fees.

- The Utility fund provides water, sewer and solid waste services and is self-supporting, primarily funded by user fees and parcel taxes.

- The Airport fund encompasses the activities of the Canadian Rockies International Airport, a commercial operation.

- The Cranbrook Public Library is a municipal public library established under Bylaw No. 3418 to provide library services to the municipality.

The financial activities of these segments are reported in the following Schedule - Segment Reporting of Revenue and Expenses.

The Corporation of the City of Cranbrook
Schedule - Segment Reporting of Revenue and Expenses

For the year ended December 31 — **2011**

	General	Utility	Airport	Library	Elimination	Total
Revenue						
Taxation for municipal purposes	$ 20,197,079	$ 1,957,657	$ -	$ -	$ -	$ 22,154,736
Grants in lieu of taxes	267,015	-	-	-	-	267,015
Utility fees	-	6,272,890	-	-	-	6,272,890
Federal government grants	1,501,906	1,669,647	5,214,109	1,226	-	8,386,888
Provincial government grants	1,487,921	1,682,749	-	110,746	-	3,281,416
Regional and other local government grants	273,798	10,000	-	611,608	(484,502)	410,904
Sale of services and fees	5,596,595	162,013	2,152,226	-	(1,439,471)	6,471,363
Service, penalties, and interest charges	448,890	42,470	-	-	-	491,360
Contributions from developers, and others	65,345	16,800	-	-	-	82,145
Contributed Assets	3,362,080	94,080	-	-	-	3,456,160
Development cost charges	-	3,041	-	-	-	3,041
Interest earned on investments	229,089	79,397	30,363	-	(24,861)	313,988
Other revenue	165,642	89,598	28,426	49,106	-	332,772
Donations	-	-	-	40,200	-	40,200
	33,595,360	12,080,342	7,425,124	812,886	(1,948,834)	51,964,878
Expenses						
General government services	5,906,775	-	-	-	(527,185)	5,379,590
Protective services	7,484,238	-	-	-	(29,506)	7,454,732
Engineering services	2,403,248	-	-	-	-	2,403,248
Public work services	4,838,663	-	-	-	(439,019)	4,399,644
Recreation complex	3,571,211	-	-	-	(2,177)	3,569,034
Recreation and cultural services	1,660,758	-	-	711,343	(6,216)	2,365,885
Water services	-	3,295,302	-	-	(421,564)	2,873,738
Sewer services	-	3,216,293	-	-	(314,913)	2,901,380
Solid waste services	-	2,070,319	-	-	(158,256)	1,912,063
Airport operations	-	-	2,130,927	-	(50,000)	2,080,927
	25,864,893	8,581,914	2,130,927	711,343	(1,948,834)	35,340,241
Annual Surplus	$ 7,730,467	$ 3,498,428	$ 5,294,197	$ 101,543	$ -	$ 16,624,637

The Corporation of the City of Cranbrook
Schedule - Segment Reporting of Revenue and Expenses

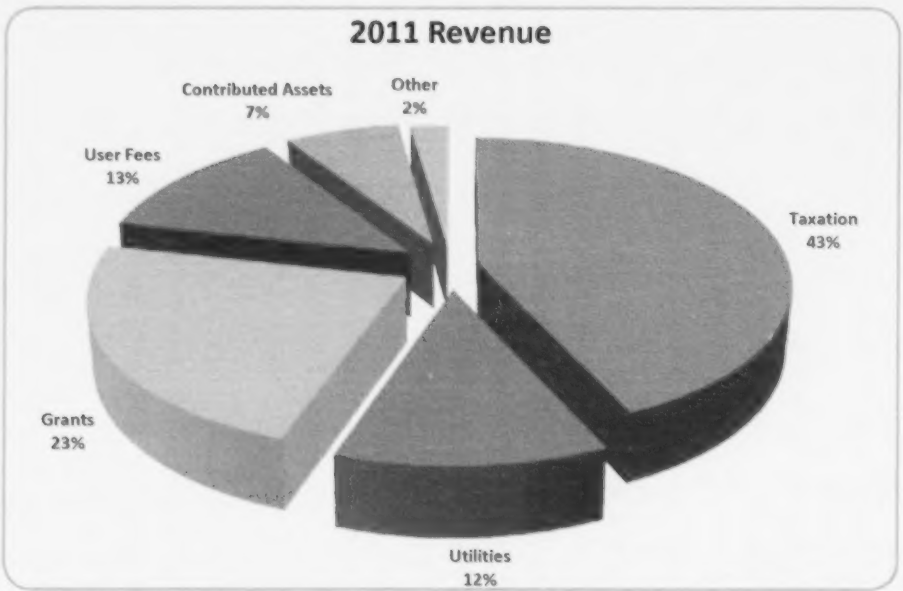
For the year ended December 31 2010

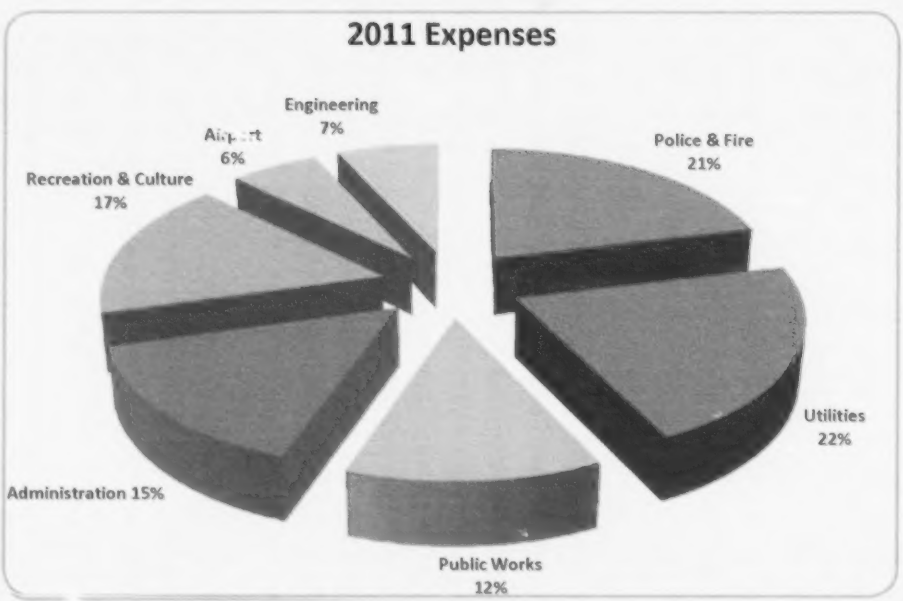
	General	Utility	Airport	Library	Elimination	Total
Revenue						
Taxation for municipal purposes	$ 19,256,210	$ 1,929,745	$ -	$ -	$ -	$ 21,185,955
Grants in lieu of taxes	237,396	-	-	-	-	237,396
Utility fees	-	5,884,295	-	-	-	5,884,295
Federal government grants	1,837,107	3,145,353	168,025	840	-	5,151,325
Provincial government grants	1,189,268	3,189,603	-	99,811	-	4,478,682
Regional and other local government grants	187,381	-	-	601,934	(473,015)	316,300
Sale of services and fees	5,569,658	177,649	2,140,819	-	(1,479,754)	6,408,372
Service, penalties and interest charges	418,687	36,631	-	-	-	455,318
Contributions from developers, and others	216,767	625,253	-	-	-	842,020
Contributed Assets	667,500	267,900	10,739	-	-	946,139
Development cost charges	217,310	305,922	-	-	-	523,232
Interest earned on investments	216,278	65,795	18,087	-	(2,739)	297,421
Other revenue	167,016	96,610	20,421	49,217	-	333,264
Donations	-	-	-	39,390	-	39,390
	30,180,578	15,724,756	2,358,091	791,192	(1,955,508)	47,099,109
Expenses						
General government services	5,523,545	-	-	-	(506,459)	5,017,086
Protective services	7,407,302	-	-	-	(27,864)	7,379,438
Engineering services	2,490,430	-	-	-	-	2,490,430
Public work services	4,763,166	-	-	-	(462,247)	4,300,919
Recreation complex	3,850,393	-	-	-	(2,215)	3,848,178
Recreation and cultural services	1,414,774	-	-	801,008	(6,322)	2,209,460
Water services	-	3,214,601	-	-	(423,156)	2,791,445
Sewer services	-	2,015,635	-	-	(312,184)	1,703,451
Solid waste services	-	2,223,944	-	-	(165,061)	2,058,883
Airport operations	-	-	2,150,008	-	(50,000)	2,100,008
	25,449,610	7,454,180	2,150,008	801,008	(1,955,508)	33,899,298
Annual Surplus	**$ 4,730,968**	**$ 8,270,576**	**$ 208,083**	**$ (9,816)**	**$ -**	**$ 13,199,811**

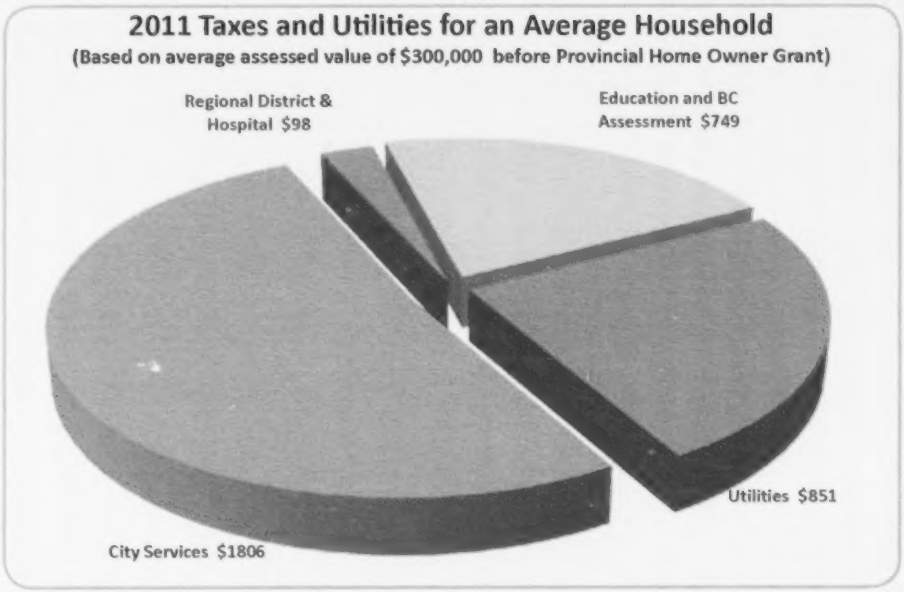
Statistical Review

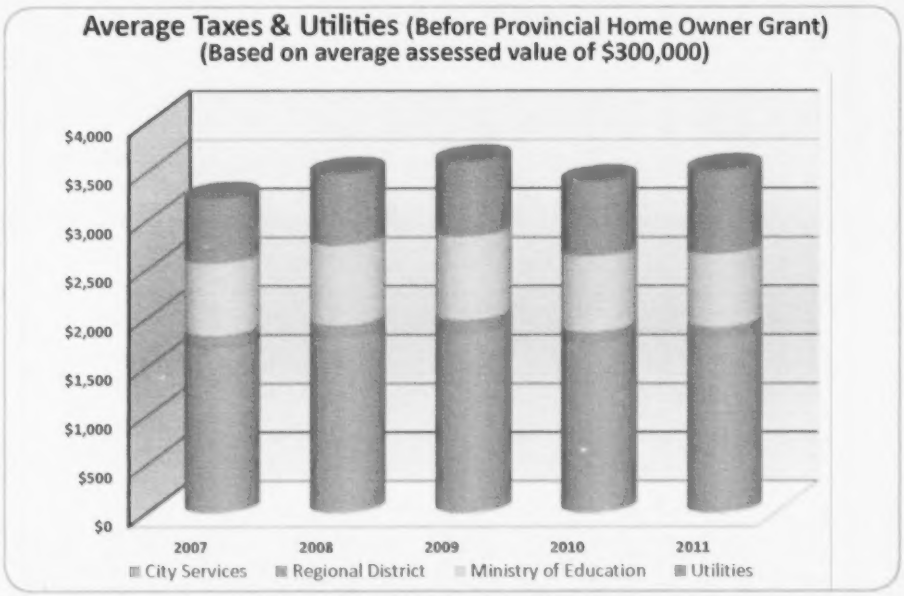
City of Cranbrook Location

In what is known as the Rocky Mountain Trench with the Rockies to the east and the Purcell Mountains to the west, Cranbrook is the largest municipality in southeast British Columbia. Cranbrook was established as a townsite in 1898 with the arrival of the Canadian Pacific Railway and subsequently incorporated as a municipality in 1905. The City resides within the traditional territory of the Ktunaxa (pronounced "tu-na-ha") First Nation and is blessed with some of the most spectacular scenery to be found.






2011 Taxes and Utilities for an Average Household
(Based on average assessed value of $300,000 before Provincial Home Owner Grant)
Regional District & Hospital $98
Education and BC Assessment $749
Utilities $851
City Services $1806



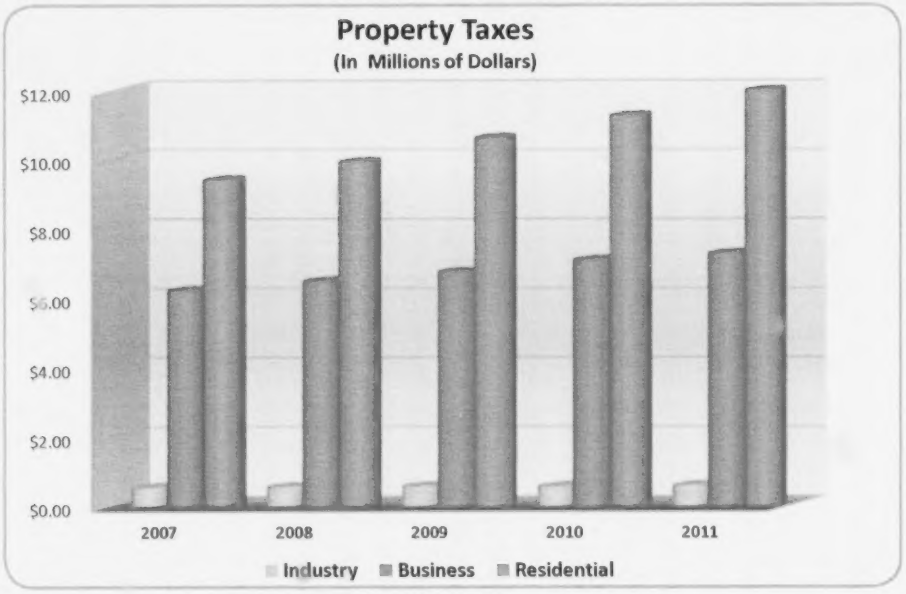
City of Cranbrook Population (City Proper)
19,319

City of Cranbrook Population (Surrounding Area)
25,753

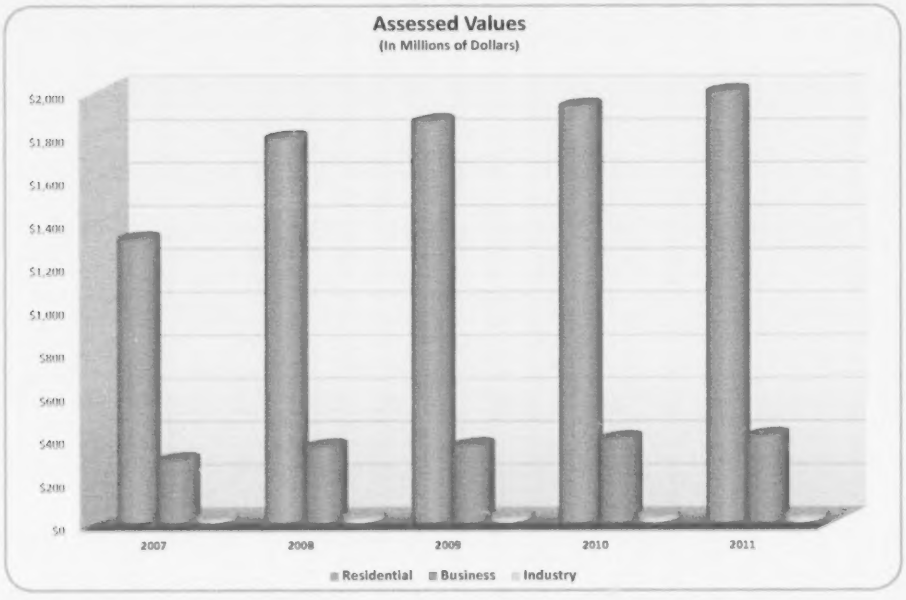
City of Cranbrook Voters List
14,810

Statistical Review

City of Cranbrook Area
31.95 sq KM



City of Cranbrook Elevation
926 M



STATEMENT OF 2011 PROPERTY TAX EXEMPTIONS

In accordance with section 98(2)(b) of the *Community Charter*

Following adoption of City of Cranbrook Annual Taxation Exemption Bylaw No. 3711, 2010, the following properties were provided a permissive property tax exemption by City Council for the year 2011

Roll Number	Address	Property Tax Exemption Recipient	$ Value of Municipal Property Taxes Exempted
2120.000	300 - 6th Avenue South	BC Corp of 7th Day Adventist Church	1,166
1118.000	39 - 13th Avenue South	Canadian Mental Health Association	5,439
1121.000	45 - 13th Avenue South	Canadian Mental Health Association	992
3640.000	1701 - 5th Street South	Catholic Independent Schools of Nelson Diocese	5,203
1047.000	32 - 13th Avenue South	Community Connections Society of Southeast BC	2,447
1520.000	16 - 12th Avenue North	Community Connections Society of Southeast BC	6,071
1522.000	20 - 12th Avenue North	Community Connections Society of Southeast BC	5,439
1524.000	22 - 12th Avenue North	Community Connections Society of Southeast BC	1,139
4748.000	46 - 17th Avenue South	Community Connections Society of Southeast BC	4,923
8850.000	Kootenay Street North	Cranbrook Alliance Church	2,309
9510.000	1200 Kootenay Street North	Cranbrook Alliance Church	1,675
10101.000	1 Van Horne Street North	Cranbrook Archives Museum & Landmark Foundation	2,899
18008.000	57 Van Horne Street South	Cranbrook Archives Museum & Landmark Foundation	8,671
18008.015	75 Van Horne Street South	Cranbrook Archives Museum & Landmark Foundation	29,427
18010.000	1 Van Horne Street North	Cranbrook Archives Museum & Landmark Foundation	1,752
18010.500	CP R/W Lease	Cranbrook Archives Museum & Landmark Foundation	866
10189.000	629 - 6th Street NW	Cranbrook Christian School Society	1,415
4673.500	19 - 15th Avenue South	Cranbrook Society for Community Living	29,445
4675.000	1500 - 1st Street South (67%)	Cranbrook Society for Community Living	2,047
8829.010	2304 - 4th Street North	Cranbrook Society for Community Living	1,944
2842.000	922 - 11th Street South	East Kootenay Lutheran Parish	1,845
1822.000	328 - 14th Avenue South	First Baptist Church of Cranbrook	1,743
1972.000	300 - 10th Avenue South	Foursquare Gospel Church of Canada	981
5829.000	533 Slater Road NW	Governing Council Salvation Army in Canada	830
259.000	219 - 15th Avenue South	J. Fred Scott Villa	408
1595.001	20 - 14th Avenue North	Key City Theatre	29,210
782.000	133 - 7th Avenue South	Kootenay Christian Fellowship	501
782.000	133 - 7th Avenue South	Kootenay Christian Fellowship Men's Shelter	161
4558.020	2200 - 3rd Street South	Mount Baker Congregation of Jehovah's Witnesses	1,155
9903.000	2300 - 2nd Street North	Mountain View Village	13,735
841.000	821 - 1st Street South (67%)	New Apostolic Church Canada	1,835
2967.000	501 - 11th Avenue South	Pentecostal Assemblies of Canada	941
9890.000	2210 - 2nd Street North	President of Lethbridge Stake, LDS Church	1,551
1259.000	43 - 10th Avenue South	Roman Catholic Bishop of Nelson	342
13016.001	1100 - 14th Avenue South	Roman Catholic Bishop of Nelson	1,857
539.000	201 - 7th Avenue South	Ruthenian Greek Church	489
889.000	125 - 10th Avenue South (45%)	Summit Community Services Society	4,256
3479.000	1100 - 11th Street South	Summit Community Services Society	1,720
1040.000	38 - 13th Avenue South	Synod of the Diocese of Kootenay	1,336
4800.030	2324 - 2nd Street South	The Dwelling Place Church Ministries	2,210
4525.000	2100 - 3rd Street South	Trustees of the Knox Church	1,177
8809.000	2001 - 21st Avenue North	Trustees of the Cranbrook Fellowship Baptist Church	1,562
1102.000	2 - 12th Avenue South	Trustees United Church	469

MOUNTAINS OF OPPORTUNITY

CRANBROOK

THE CITY OF CRANBROOK
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Cranbrook, BC V1C 2M8
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